WORK ENGAGEMENT AMONG EMPLOYEES AT STATE DEPARTMENT OF HEALTH NEGERI SEMBILAN

SITI MAWARNI BINTI ZAINAL

MASTER HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

April 2018

WORK ENGAGEMENT AMONG EMPLOYEES AT STATE DEPARTMENT OF HEALTH NEGERI SEMBILAN

By

SITI MAWARNI BINTI ZAINAL

Project Paper Submitted to

School of Business Management

Universiti Utara Malaysia

in Partial Fulfillment of the Requirement for the Master Human Resource Management

Pusat Pengajian Pengurusan Perniagaan
SCHOOL OF BUSINESS MANAGEMENT
Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)
SITI MAWARNI BINTI ZAINAL (813471)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)
MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

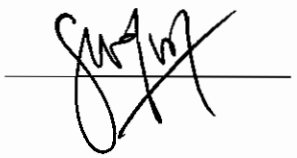
WORK ENGAGEMENT AMONG EMPLOYEE AT STATE DEPARTMENT OF HEALTH NEGERI SEMBILAN

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.
(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper).

Nama Penyelia : **PROF. MADYA DR. SITI ZUBAIDAH BT. OTHMAN**
(Name of Supervisor)

Tandatangan :
(Signature)



Tarikh : **8 APRIL 2018**
(Date)

Permission to Use

In presenting this project paper in partial fulfillment of the requirement for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor, or in their absence, by the Dean of School of Business Management where I did my project paper. It is understood that any copying or publication or use of this project paper parts of it for financial gain shall not be allowed without written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my project paper.

Request for permission to copy or make other use of materials in this project paper, in whole or in part should be addressed to:

Dean of School of Business Management
Universiti Utara Malaysia
060100 Sintok
Kedah Darul Aman, Malaysia

Abstract

One of the reasons why organizations start to place greater emphasis on employees' work engagement is because it has positive and beneficial consequences at the individual and organizational levels, and these include organizational commitment, physical health and business-unit performance. In other words, high levels of work engagement can lead to greater commitment and satisfaction, lower absenteeism and quit rates, improved health and well-being, and better in-role and extra-role performance. However, to achieve a high level of engaged employees and to ensure engaged employees stay engaged is not an easy task. In most situations, management has the great influences on the job demands and resources of their employees. Therefore, this study examined the direct relationship between workload, work pressure, autonomy, social support, performance feedback and work engagement. A total of 175 questionnaires were personally distributed to respondents State of Health Negeri Sembilan after permission was granted. Out of the 175 questionnaires distributed, 164 questionnaires were returned, representing a response rate of 93.71%. However, only 163 questionnaires were usable for further analysis. The hypotheses for the direct relationship were tested using multiple regression analyses. Interestingly, the results for direct relationship showed that workload and work pressure were not related to work engagement, while autonomy, and performance feedback were positively related to work engagement. The research results reported in this study suggest the need for autonomy, and performance feedback to enhance work engagement. Even though work load and work pressure were found not related to work engagement in this study, it doesn't mean that the management can increased the workload and pressuring their employees without proper planning. Normally, employees will try to cope with job demands by putting energy in their jobs. But, prolonged exposure to and coping with job demands, will deteriorate employees' personal energy, and engendering feelings of exhaustion.

Keywords: Work engagement, workload, work pressure, autonomy, social support, performance feedback

Abstrak

Salah satu sebab mengapa organisasi mula meletakkan penekanan yang tinggi kepada keterlibatan kerja pekerja ada kerana kesan positif dan manfaat yang boleh diperolehi pada peringkat individu dan organisasi dan ini termasuklah komitmen terhadap organisasi, kesihatan fizikal dan prestasi unit perniagaan. Dalam erti kata yang lain, keterlibatan kerja yang tinggi boleh meningkatkan komitmen dan kepuasan pekerja, mengurangkan kadar ketidakhadiran dan lantik henti, meningkatkan tahap kesihatan diri dan dapat menjalankan peranan yang diberi dengan baik. Walau bagaimanapun, untuk mencapai tahap keterlibatan pekerja yang tinggi bukan sesuatu yang mudah. Dalam kebanyakan keadaan, pihak pengurusan mempunyai pengaruh yang kuat dalam menentukan tuntutan kerja dan sumber kepada pekerja. Oleh yang demikian, kajian ini mengkaji hubungan langsung antara bebanan kerja, tekanan kerja, autonomi, sokongan sosial, maklum balas prestasi dengan keterlibatan kerja. Sebanyak 175 borang soal selidik telah diedarkan secara peribadi kepada responden di Jabatan Kesihatan Negeri Negeri Sembilan. Daripada 175 borang soal selidik yang diedarkan, sebanyak 164 soal selidik telah diterima semula dengan kadar maklum balas sebanyak 93.71%. Walau bagaimanapun, sebanyak 163 soal selidik boleh digunakan untuk analisis selanjutnya. Hipotesis ke atas kesan langsung diuji dengan menggunakan analisis regresi berganda. Dapatan kajian bagi hubungan langsung menunjukkan bahawa bebanan kerja dan tekanan kerja tidak mempunyai hubungan dengan keterlibatan kerja. Manakala, hanya autonomi dan maklum balas prestasi didapati mempunyai hubungan yang positif dengan keterlibatan kerja. Dapatan kajian ini mencadangkan mengenai keperluan kepada autonomi dan maklum balas prestasi dalam meningkatkan keterlibatan kerja. Walaupun bebanan kerja dan tekanan kerja tidak mempunyai hubungan dengan keterlibatan kerja, ia tidak bermakna pihak pengurusan boleh meningkatkan bebanan kerja dan memberi tekanan yang tinggi terhadap pekerja tanpa perancangan yang baik. Kebiasaannya, pekerja akan cuba untuk menghadapi tuntutan kerja dengan memberikan sepenuh tenaga terhadap kerja mereka. Namun, pendedahan yang berpanjangan untuk menghadapi tuntutan kerja boleh mengakibatkan pekerja berasa letih dan tidak bertenaga.

Kata kunci: Keterlibatan kerja, bebanan kerja, tekanan kerja, autonomi, sokongan sosial, maklum balas prestasi

Acknowledgement

In the name of Allah, the Most Beneficent and the Most Merciful, all praises is due to Allah for giving me the capability, patience, perseverance, and motivation in completing this project paper. May Allah's peace and blessings be upon His beloved Prophet Muhammad (pbuh), his family and companions.

I would like to thank the entire academics and administrative staffs of Universiti Utara Malaysia (Sintok and city-campus)especially the School of Business Management, College of Business for giving me invaluable support throughout my candidature. I also owe an immense debt to Associate Prof. Dr. Siti Zubaidah binti Othman for all the energy, care and passionate devoted to this effort. Her brilliant ideas, kindness helps, suggestions, and above all, her belief in my potential have made me feel confident and gave me a strong focus to complete my project paper. Without her professional guidance and supports, I would not be where I am today.

To my beloved parents, Hj Zainal bin Hj Maain and Hjh Mahsuri binti Abd Jalal, all my siblings, my supervisor and colleagues at JKNNS, my friends and my relatives in Negeri Sembilan, thank you for all your kindness helps, prayers, patience, support, and word of encouragement for me to keep going until the final end of this journey.

Finally yet importantly, I would like to express my gratitude to all the employees at the State Health Department Negeri Sembilan (JKNNS), for participating in this research. Without their sincere participation, this research will not be as successfully as today.

Table of Content

List of Tables

List of Figures

CHAPTER 1

INTRODUCTION

1.1 Background of Study

Issues of employees' engagement at work have been a concerned for many organizations. Disengaged employees are not only contributing to the high turnover rate but it is also will have a negative influence the organization's performance and productivity. As shown in Gallup Blog (January 25, 2018), employees with the least engaged are found to quit more often as compared to high engaged employees at work. The survey indicates that when the employees are not engaged, they are more likely to leave the organizations as the employees tend to have performance issues or are unhappy. As a result, the organizations may lost their most talented and skilled employees.

Therefore, having a highly engaged employees is very crucial for organizations because they will help the organization to achieve the set objectives and goals through good performance. As argued by Schaufeli and Salanova (2007), in order for the organizations to survive and successfully to compete in the turbulent work environment, organizations need to develop and retain employees who are highly motivated and are willing to go for extra mile for them. In addition, to survive in the rapidly changes of work demands, organizations require employees who are full with energy and self-confidence; are passionate about their work; and are fully involved in their work activities. In order words, organizations today is in need for an engaged workforce.

The contents of the thesis is for internal user only

REFERENCES

Abdul Wahab, M. S., Saada,R. A. J., Selamat, M. H. (2014). A survey of work environment inhibitors to informal workplace learning activities amongst Malaysian accountants. *Procedia - Social and Behavioral Sciences*, *164*, 409 - 414.

Adekola, B. (2011). Antecedents and consequences of work engagement among managers and professionals in Nigeria. *British Journal of Management & Economics, 1*(2), 83-99.

Albdour, A. A., & Altarawneh, I. I. (2014).Employee engagement and organizational commitment: Evidence from Jordan. *International Journal of Business, 19*(2), 194-212.

Anderson, D., Sweeney, D.J., & Williams, T.A. (2000). *Essentials of statistics for business and economics* (2nd ed.). Cincinnati, Ohio: South-Western College Publishing.

AON Hewitt. (2017) *Trends in global employee engagement*. Retrieved from *https://www.aonhewitt.com.au/Home/Resources/Reports-and-research/2017-Trends-in-Global-Employee-Engagement-report*

Bakker A.B., & Demerouti E. (2008). Toward a model of work engagement. *Career Development International, 13*(3), 209 – 223

Bakker, A. B., & Bal, M. P. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology, 83*(1), 189-206.

Bakker, A. B., & Demerouti, E. (2007).The job demands-resources model: State of the art. *Journal of Managerial Psychology, 22*(3), 309-328.

Bakker, A. B., & Schaufeli, W. B. (2008).Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of Organizational Behavior, 29*(2), 147-154.

Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology*, 99, 274-284.

Bakker, A. B., van Emmerik, H., & Euwema, M. C. (2006). Crossover of burnout and engagement in work teams. Work and Occupations, 33, 464-489.

Bakker, A.B., & Demerouti, E. (2007).The job demands-resources model: state of the art. *Journal of Managerial Psychology, 22*(3), 309-328.

Bakker, A.B., & Demerouti, E. (2008).Towards a model of work engagement. *Career Development International, 13*(3), 209-223.

Bakker, A.B., Demerouti, E., Taris, T., Schaufeli, W.B., & Schreurs, P. (2003). A multi-group analysis of the Job Demands - Resources model in four home care organizations. *International Journal of Stress Management, 10*(1), 16-38.

Beukes, I., & Botha, E. (2013). Organizational commitment, work engagement and meaning of work of nursing staff in hospitals. *South African Journal of Industrial Psychology, 39*(2), 1-10.

Brummelhuis, L. L., Bakker, A. B., Hetland, J., & Keulemans, L. (2012). Do new ways of working foster work engagement? *Psicothema, 24*(1), 113-120.

Burke, R. J., Koyuncu, M., Jing, W., & Fiksenbaum, L. (2009). Work engagement among hotel managers in Beijing, China: Potential antecedents and consequences. *Tourism Review, 64*(3), 4-18.

Buys, C., & Rothmann, S. (2010). Burnout and engagement of reformed church Ministers. *South Africa Journal of Industrial Psychology, 36*(1), 1-11.

Cain, B. (2007). *A Review of the mental workload literature*. Retrieved from https://pdfs.semanticscholar.org/a41e/553eea5621e8b20b4ad6fe9ab5bcab02a284.pdf

Cavanaugh, M.A., Boswell, W.R., Roehling, M.V., & Boudreau, J.W. (2000).An empirical examination of self-reported work stress among U.S. managers. *Journal of Applied Psychology, 85*, 65-74.

Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011).Work Engagement: A Quantitative Review and Test of Its Relations with Task and Contextual Performance. *Personnel Psychology, 64*, 89-136.

Chung, N. G., & Angeline, T. (2010). Does work engagement mediate the relationship between job resources and job performance of employees? *.African Journal of Business Management, 4*(9), 1837-1843.

Coetzer, C.F., & Rothmann, S. (2007). Job demands, job resources and work engagement of employees in a manufacturing organization. *Southern African Business Review, 11*(3), 17-32.

Demerouti, E. (2006) Job characteristics, flow, and performance: The moderating role of conscientiousness. *Journal of Occupational Health Psychology*, *11*, 266-280.

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The Job Demands-Resources Model of burnout. *Journal of Applied Psychology*, *86*, 499-512.

Demerouti, E., Bakker, A. B. De Jonge, J., & Janssen, P. P. M. (2001).Burnout and engagement at work as a function of demands and control. *Scandinavian Journal of Work Environment Health, 27*(4), 279-286.

Frazer, L., & Lawley, M. (2000).*Questionnaire design & administration*. Australia: John Wiley & Sons.

Gallup Blog. (January 25, 2018). Talent walks: Why your best employees are leaving. Retrieved from *http://news.gallup.com/opinion/gallup/226025/talent-walks-why-best-employees-leaving.aspx*

Gallup Blog. (December 4, 2017). Tomorrow half your company is quitting (So win them back), Retrieved from *http://news.gallup.com/opinion/gallup/223025/tomorrow-half-company-quitting-win-back.aspx?g_source=link_NEWSV9&g_medium=&g_campaign=item_&g_content=Tomorrow%2520Half%2520Your%2520Company%2520Is%2520Quitting%2520(So%2520Win%2520Them%2520Back)*

Gay, L. R., & Diehl, P. L. (1996).*Research methods for business and management*. Singapore: Prentice Hall.

Gillespie, N.A., Walsh, M., Winefield, A.H., Dua, J., & Stough, C. (2001). Occupational stress in universities: Staff perceptions of the causes, consequences and moderators of stress. *Work & Stress, 15*, 53-72.

Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Reading, MA: Addison-Wesley.

Hakanen, J. J., Bakker, A. B., & Demerouti, E. (2005). How dentists cope with their job demands and stay engaged: The moderating role of job resources. *European Journal of Oral Sciences, 113*(6), 479-487.

Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2006).Burnout and work engagement among teachers. *Journal of School Psychology, 43*(6), 495-513.

Hakanen, J. J., Schaufeli, W. B., & Ahola, K. (2008). The Job Demands-Resources Model: A three-year cross-lagged study of burnout, depression, commitment, and work engagement. *Work & Stress, 22*(3), 224-241.

Hakanen, J.J., Perhoniemi, R., & Toppinen-Tanner, S. (2008). Positive gain spirals at work: From job resources to work engagement, personal initiative, and work-unit innovativeness. *Journal of Vocational Behavior, 73,* 78-91.

Hallberg, U., Johansson, G., & Schaufeli, W. B. (2007). Type A behavior and work situation: Associations with burnout and work engagement. *Scandinavian Journal of Psychology, 48,*135–142.

Hassan, A., & Ahmed, F. (2011).Authentic leadership, trust and work engagement. *International Journal of Human and Social Sciences, 6*(3), 164-171.

Hobfoll, S. E. (1989). Conservation of resources. A new attempt at conceptualizing stress. *American Psychologist, 44*, 513-524.

Houston, D., Meyer, L. H., & Paewai, S. (2006). Academic staff workloads and job satisfaction: Expectations and values in academe. *Journal of Higher Education Policy & Management*, *28* (1), 17-30.

Hu, Q., Schaufeli, W.B., & Taris, T. W. (2013). Does equity mediate the effects of job demands and job resources on work outcomes? An extension of the job demands-resources model. *Career Development International, 18*, 357-376.

Inoue A., Kawakami N., Tsuno K., Shimazu A., Tomioka, K., & Nakanishi, M. (2013). Job demands, job resources, and work engagement of Japanese employees: a

prospective cohort study. *International Archives of Occupational & Environmental Health, 86* (4), 441-449.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33*(4), 692-724.

Kamaruddin, R. (2013). *Relationship between job demand and job resources on employees' work engagement in HVAC Industry in Malaysia*. (Master thesis, Universiti Utara Malaysia, 2013). Retrieved from http://etd.uum.edu.my/5175/2/s809162_abstract.pdf

Karasek, R. A. (1985). *Job Content Questionnaire and User's Guide*. Los Angeles: University of Mass Press.

Karasek, R. A., & Theorell, T. (1990). *Healthy work: Stress, productivity and the reconstruction of working life.* New York: Basic Books.

Korunka, C., Kubicek, B., Schaufeli, W. B., &Hoonakker, P. (2009). Work engagement and burnout: Testing the robustness of the Job Demands-Resources Model. *The Journal of Positive Psychology, 4*(3), 243-255.

Koyuncu, M., Burke, R. J., & Fiksenbaum, L. (2006). Work engagement among women managers and professionals in a Turkish bank: Potential antecedents and consequences. *Equal Opportunities International, 25*(4), 299-310.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychology Measurement, 30*, 607-610.

Kreuger, L. W. & Neuman, W. L. (2006).*Social work research methods: qualitative and quantitative applications*. Boston and New York. Pearson Education, Inc.

Kuhnel, J., Sonnentag, S., & Bledow, R. (2012). Resources and time pressure as day-level antecedents of work engagement. *Journal of Occupational and Organizational Psychology, 85*, 181-198.

Lee, R. T., & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of burnout. *Journal of Applied Psychology, 81*, 123-133.

Leedy, P. D., & Ormrod, J. E. (2005). *Practical Research: Planning and Design (8th ed,)* Pearson Educational International and Prentice Hall: New Jersey.

Li, S., Li, X. & Shi, K. (2010).The influence of procedure justice on work engagement: The mediating role of organizational commitment Web Society (SWS), 2nd Symposium on Conference Proceedings, Beijing, China, 632-636.

Lin, L., Oi-ling, S., Kan, S., & Xin-wen, B. (2009).*Challenge and hindrance job demands, job resource, and their relationships with vigor and emotional exhaustion*. Paper presented at the International Conference on Management Science & Engineering, Beijing, China.

Llorens, S., Bakker, A. B., Schaufeli, W., & Salanova, M. (2006). Testing the robustness of the job demands-resources model. *International Journal of Stress Management, 13*(3), 378-391.

Lorente Prieto, L., Salonova-Soria, M., Martínez-Martinez, I., & Schaufeli, W. (2008). Extension of the Job Demands-Resources Model in the prediction of burnout and engagement among teachers over time. *Psicothema, 20*(3), 354-360.

Malhotra, N.K. (1999). *Marketing research: An applied orientation* (3rd ed.). New Jersey: Prentice Hall.

Mangundjaya, W.H. (2012). Are organizational commitment and employee engagement important in achieving individual readiness for change? *Humanitas, 9*(2), 185-192.

Maslach, C.& Leiter, M. P.(1997).*The Truth about Burnout: How Organizations cause Personal Stress and What to Do about It*. Jossey- Bass Publishers, San Francisco.

McCauley, C.D., Ruderman, M.N., Ohlott, P.J., & Morrow, J.E. (1994).Assessing the developmental components of managerial jobs. *Journal of Applied Psychology, 79*, 544 -560.

Melchior, M. Caspi, A. Milne, B. Danese A., Poulton, R. & Moffitt, T. (2007). Work stress precipitates depression and anxiety in young, working women and men. *Psychological Medicine, 37*(8), 1119-1129.

Mohamad Zaki, N. (2011). *The effect of personal resources and job resources on work engagement - A study of a multi-national company manufacturing unit.* (Master thesis, Universiti Utara Malaysia, 2011). Retrieved from http://etd.uum.edu.my/2611/2/1.Narjis_Mohamad_Zaki.pdf

Muchinsky, P. (1993). *Psychology applied to work: An introduction to industrial/organizational psychology*. Los Angeles: Brooks/Cole.

Nahrgang, J. D., Morgeson, F. P., & Hofmann, D. A. (2011). Safety at work: A meta-analytic investigation of the link between job demands, job resources, burnout, engagement, and safety outcomes. *Journal of Applied Psychology, 96* (1), 71-94.

Oppenheim, A. N. (2000). Questionnaire design, interviewing and attitude measurement: New Edition. London: Continuum.

Pallant, J., & Manual, S. S. (2001). *A step by step guide to data analysis using SPSS for Windows version 15*. Buckingham, Philadelphia: Crows Nest, Open University Press.

Podsakoff, N.P., LePine, J.A., &LePine, M.A. (2007).Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover and withdrawal behavior: A meta-analysis, *Journal of Applied Psychology, 92*, 438–454.

Razali, N. (2016). *Job characteristics, emotional intelligence and work engagement among nurses.* (Masters thesis, Universiti Utara Malaysia, 2016). Retrieved from http://etd.uum.edu.my/5924/2/s818202_02.pdf

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology, 87*(4), 698 – 714.

Robertson-Smith, G., & Markwick, C. (2009). Employee engagement: A review of current thinking. Institute for employment studies, HR Network Paper MP469. Retrieved on from *http://www.employment-studies.co.uk/system/files/resources/files/469.pdf*

Rothmann, S. (2002). Burnout and engagement: A fortigenic perspective. *SA Journal of Industrial Psychology, 29* (4), 16-25

Rothmann, S., & Jordaan, G. (2006). Job demands, job resources and work engagement of academic staff in South African higher education institutions. *Journal of Industrial Psychology, 32*(4), 87-96.

Rothmann, S., & Joubert, J. (2007). Job demands, job resources, burnout and work engagement of managers at a platinum mine in the North West Province. *South African Journal of Business Management, 38*(3), 49-61.

Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology, 25*(1), 54-67.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology, 21*(7), 600-619.

Salanova, M., Agut, S., & Peiro, J. M. (2005).Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology, 90*(6), 12-17.

Salmela-Aro, K., Tolvanen, A., & Nurmi, J. E. (2009). Achievement strategies during university studies predict early career burnout and engagement. *Journal of Vocational Behavior, 75*(2), 162-172.

Schaufeli, W. B., & Bakker, A., B. (2004).Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, *25*, 293-315.

Schaufeli, W.B., & Enzmann, D. (1998). *The burnout companion to study and practice: A critical analysis*. London: Taylor & Francis.

Schaufeli, W. B., Bakker, A. B., & Van Rhenen, W. (2009). How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism. *Journal of Organizational Behavior, 30*(7), 893-917.

Schaufeli, W. B., Martinez, I. M., Pinto, A. M., Salanova, M., & Bakker, A. B. (2002). Burnout and engagement in university students: A cross-national study. *Journal of Cross-Cultural Psychology, 33*(5), 464-481.

Schaufeli, W. B., Taris, T. W., & Van Rhenen, W. (2008). Workaholism, burnout, and engagement: Three of a kind or three different kinds of employee well-being? *.Applied Psychology: An International Review, 57*, 173-203.

Schaufeli, W.B., & Bakker, A.B. (2003).*UWES-utrecht work engagement scale: Test manual*. Department of Psychology, Utrecht University.

Schaufeli, W.B., & Salanova, M. (2007). Work engagement. *Managing Social and Ethical Issues in Organizations*, 135-177.

Sekaran, U. (2003). *Research methods for business: A skill building approach* (4th ed.). New York: John Wiley & Sons.

Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach* (5th ed.). New York: John Wiley & Sons.

Shirom, A., Melamed, S., Rogowski, O., Shapira, I., & Berliner, S. (2009).Workload, control, and social support effects on blood lipids: A longitudinal study among apparently healthy employed adults. *Journal of Occupational Health Psychology, 14*(4), 349-365.

Shirom, A., Toker, S., Alkaly, Y., Jacobson, O., & Balicer, R. (2011) Work-based predictors of mortality: a 20-year follow-up of healthy employees. *Journal of the Division of Health Psychology American Psychological Association, 30*(3) 268-275.

Sims, H. P., Jr., Szilagyi, A. D., & Keller, R. T. (1976).The measurement of job characteristics. *Academy of Management Journal*, 195-212.

Slåtten, T., & Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees: A study from the hospitality industry. *Managing Service Quality, 21*(1), 88-107.

Sonnentag, S. (2003). Recovery, work engagement, and proactive behavior: A new look at the interface between non-work and Work. *Journal of Applied Psychology, 88*, 518-28.

Sonnentag, S., & Bayer, U. (2005). Switching off mentally: Predictors and consequences of psychological detachment from work during off-job time. *Journal of Occupational Health Psychology*, *10*(4), 393-414

Steenland, K., Johnson, J., & Nowlin, S. (1997). A follow-up study of job strain and heart disease among males in the NHANES1 population. *American Journal of Industrial Medicine, 31*, 256-260.

Sukhri, N.H. (2015) *Examining the relationship between job demands, job resources and work engagement among academics in Malaysia.* (Master thesis, Universiti Utara Malaysia, 2015). Retrieved from http://etd.uum.edu.my/4623/2/s813575_abstract.pdf

Taipale, S., Selander, K., Anttila, T., & Nätti, J. (2011). Work engagement in eight European countries: The role of job demands, autonomy, and social support. *International Journal of Sociology and Social Policy, 31*(7/8), 486-504.

Tomic, M., & Tomic, E. (2011).Existential fulfillment, workload and work engagement among nurses. *Journal of Research in Nursing, 16*(5), 468-479.

Van Doornen, L. J. P., Houtveen, J. H., Langelaan, S., Bakker, A. B., van Rhenen, W., & Schaufeli, W. B. (2009). Burnout versus work engagement in their effects on 24-hour ambulatory monitored cardiac autonomic function. *Stress and Health, 25*(4), 323-331.

Weigl, M., Hornung, S., Parker, S. K., Petru, R., Glaser, J., &Angerer, P. (2010). Work engagement accumulation of task, social, personal resources: A three-wave structural equation model. *Journal of Vocational Behavior, 77*(1), 140-153.

Wills, T.A. (1991). Social support and interpersonal relationships. *Prosocial Behavior, Review of Personality and Social Psychology*, *12*, 265–289.

Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009).Reciprocal relationships between job resources, personal resources, and work engagement.*Journal of Vocational Behavior, 74*(3), 235-244.

Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007).The role of personal resources in the job demands-resources model. *International Journal of Stress Management, 14, 121-141.*

Xu, J., & Thomas, H. C. (2011). How can leaders achieve high employee engagement? *Leadership & Organization Development Journal, 32*(4), 399-416.

Zikmund, W. G. (2003). *Business research methods* (7th ed.). Thomson/South-Western.

SURVEY MATERIALS

A STUDY ON WORK ENGAGEMENT

Dear Participant,

Thank you for agreeing to participate in this research.

I would appreciate it if you could answer the questions carefully as the information you provide will influence the accuracy and the success of this research. It will take no longer than 30 minutes to complete the questionnaire. All answers will be treated with strict confidence and will be used for the purpose of the study only.

If you have any questions regarding this research, you may address them to me at the contact details below.

Thank you for your cooperation and the time taken in answering this questionnaire.

Yours sincerely,

Siti Mawarni Binti Zainal (s813471)
Master Candidate
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
Malaysia
Email : ctmawarni_zainal@yahoo.com

SECTION ONE

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	At my work, I feel that I am bursting with energy	1	2	3	4	5
2.	At my job, I feel strong and vigorous	1	2	3	4	5
3.	When I get up in the morning, I feel like going to work	1	2	3	4	5
4.	I can continue working for very long periods at a time	1	2	3	4	5
5.	At my job, I am very resilient mentally	1	2	3	4	5
6.	At my work, I always preserve, even when things do not go well	1	2	3	4	5
7.	I find the work that I do full of meaning and purpose	1	2	3	4	5
8.	I am enthusiastic about my job	1	2	3	4	5
9.	My job inspires me	1	2	3	4	5
10.	I am proud of the work that I do	1	2	3	4	5
11.	To me, my job is challenging	1	2	3	4	5
12.	Time flies when I'm working	1	2	3	4	5
13.	When I am working, I forget everything else around me	1	2	3	4	5

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
14.	I feel happy when I am working intensely	1	2	3	4	5
15.	I am immersed in my work	1	2	3	4	5
16.	I get carried away when I'm working	1	2	3	4	5
17.	It is difficult to detach myself from my job	1	2	3	4	5

SECTION TWO

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I do not have enough time to perform quality job	1	2	3	4	5
2.	I am ready to face any interruption while working	1	2	3	4	5
3.	The amount of workload I am expected to do is reasonable	1	2	3	4	5
4.	I often need to work after hours to meet my work requirements	1	2	3	4	5
5.	Physical claims are required in completing my work	1	2	3	4	5
6.	My workload has increased over the past 12 months	1	2	3	4	5
7.	My work requires working hard	1	2	3	4	5
8.	My work requires working fast	1	2	3	4	5
9.	My work requires too much input from me	1	2	3	4	5
10.	I have enough time to complete my job	1	2	3	4	5
11.	My work often make conflicting demands on me	1	2	3	4	5

SECTION THREE

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

		Strongly Disagree	Disagree	Neutral	Agree	Stronly Agree
1.	My job allows me to make a lot of decision on my job	1	2	3	4	5
2.	On my job, I have very little freedom to decide how I do my work	1	2	3	4	5
3.	I have a lot of influence about what happens on my job	1	2	3	4	5
4.	My supervisor is concerned about the welfare of those under them	1	2	3	4	5
5.	My supervisor pays attention to what I am saying	1	2	3	4	5
6.	My supervisor is helpful in getting the job done	1	2	3	4	5
7.	My supervisor is successful in getting people to work together	1	2	3	4	5
8.	People I work with are competent in doing their jobs	1	2	3	4	5
9.	People I work with take a personal interest in me	1	2	3	4	5
10.	People I work with are friendly	1	2	3	4	5

		Strongly Disagree	Disagree	Neutral	Agree	Stronly Agree
11.	When needed, my colleagues will help me	1	2	3	4	5
12.	I receive enough information from my supervisor about my job performance	1	2	3	4	5
13.	I receive enough feedback from my supervisor on how well I am doing	1	2	3	4	5
14.	There is enough opportunity in my job to find out on how I am doing	1	2	3	4	5
15.	I know how well I am performing on my job interfere my ability to perform work	1	2	3	4	5

DEMOGRAPHIC INFORMATION

This part contains few demographic information pertaining to yourself. Please **tick (**√) in the box or write your response in the space provided

1. My Gender:

   ☐ Male ☐ Female

2. My Age:

   Please specify: _____ years old

3. My Marital Status:

   ☐ Single ☐ Married ☐ Divorced / Widowed / Separated

4. My Highest Education Qualification: _____

5. My Monthly Salary:

	Below RM1000		RM 1001 – RM 2000
	RM 2001 – RM 3000		RM 3001 – RM 4000
	RM 4001 – RM 5000		Above RM 5001

6. Number of years with current organization:

☐	Less than one year	☐	4 – 7 years
☐	1 – 3 years	☐	More than 7 years

7. Number of years in current position:

☐	Less tha one year	☐	4 - 7 years
☐	1 - 3 years	☐	More than 7 years

8. My current position: _____

9. My current position grade: _____

-THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY-

KAJIAN BERKAITAN KETERLIBATAN KERJA

Responden yang dihormati,

Terima kasih di atas persetujuan anda untuk menyertai kajian ini.

Saya amat menghargai sekiranya anda dapat menjawab soalan dengan berhati-hati kerana maklumat yang anda beri akan mempengaruhi ketepatan dan kejayaan kajian ini. Ia akan mengambil masa tidak lebih daripada 30 minit untuk menyiapkan soal selidik ini. Kesemua jawapan akan dianggap sebagai betul-betul sulit dan hanya akan digunakan untuk tujuan kajian ini sahaja.

Sekiranya anda mempunyai apa-apa persoalan berkenaan dengan kajian ini, anda boleh kemukakan kepada saya seperti alamat di bawah.

Terima kasih di atas kerjasama yang diberi dan masa yang diambil dalam menjawab soal selidik ini.

Yang benar,

Siti Mawarni Binti Zainal (s813471)
Pelajar Sarjana Pengurusan Sumber Manusia
Pusat Pengajian Pengurusan Perniagaan
Universiti Utara Malaysia
Email: ctmawarni_zainal@yahoo.com

SEKSYEN SATU

ARAHAN: Sila baca setiap pernyataan di bawah dan nyatakan samada anda bersetuju atau tidak bersetuju dengan setiap penyertaan berikut. Sila nyatakan pilihan anda dengan membulatkan nombor yang diberi.

		Sangat tidak setuju	Tidak setuju	Neutral	Setuju	Sangat setuju
1.	Semasa bekerja, saya berasa penuh bertenaga	1	2	3	4	5
2.	Semasa bekerja, saya berasa kuat dan bertenaga	1	2	3	4	5
3.	Apabila saya bangun pada waktu pagi, saya berasa ingin ke tempat kerja	1	2	3	4	5
4.	Saya boleh bekerja dalam tempoh yang lama pada satu-satu masa	1	2	3	4	5
5.	Semasa bekerja, saya sangat berdaya tahan dari segi mental	1	2	3	4	5
6.	Saya sering gigih bekerja walaupun apabila ada perkara yang tidak dijangka berlaku	1	2	3	4	5
7.	Saya dapati kerja yang saya lakukan adalah bermakna dan mempunyai tujuan	1	2	3	4	5
8.	Saya sangat bersemangat terhadap pekerjaan saya	1	2	3	4	5
9.	Pekerjaan saya memberi inspirasi kepada saya	1	2	3	4	5
10.	Saya bangga dengan kerja yang saya lakukan	1	2	3	4	5
11.	Bagi saya, pekerjaan saya sangat mencabar	1	2	3	4	5

		Sangat tidak setuju	Tidak setuju	Neutral	Setuju	Sangat setuju
12.	Masa berlalu terlalu pantas ketika saya bekerja	1	2	3	4	5
13.	Apabila sedang bekerja, saya terlupa apa yang berlaku di sekeliling saya	1	2	3	4	5
14.	Saya berasa gembira apabila gigih bekerja	1	2	3	4	5
15.	Saya sangat tekun apabila bekerja	1	2	3	4	5
16.	Saya terbawa-bawa apabila saya bekerja	1	2	3	4	5
17.	Adalah sukar bagi saya untuk pisahkan diri dengan kerja saya	1	2	3	4	5

SEKSYEN DUA

ARAHAN: Sila baca setiap pernyataan di bawah dan nyatakan samada anda bersetuju atau tidak bersetuju dengan setiap penyertaan berikut. Sila nyatakan pilihan anda dengan membulatkan nombor yang diberi.

		Sangat tidak setuju	Tidak setuju	Neutral	Setuju	Sangat setuju
1.	Dengan beban kerja yang saya ada, saya tidak mempunyai masa yang cukup untuk melakukan kerja-kerja saya	1	2	3	4	5
2.	Saya sedia menghadapi sebarang gangguan semasa bekerja	1	2	3	4	5
3.	Jumlah tanggungjawab kerja yang dijangka dilakukan adalah munasabah	1	2	3	4	5
4.	Saya sering perlu bekerja selepas waktu bekerja bagi memenuhi keperluan kerja saya	1	2	3	4	5
5.	Tuntutan fizikal adalah diperlukan dalam menyiapkan kerja saya	1	2	3	4	5
6.	Beban kerja saya telah meningkat sejak 12 bulan yang lepas	1	2	3	4	5
7.	Kerja saya memerlukan saya untuk bekerja keras	1	2	3	4	5
8.	Kerja saya memerlukan saya untuk bekerja dengan pantas	1	2	3	4	5
9.	Kerja saya memerlukan banyak input dari saya	1	2	3	4	5
10.	Saya mempunyai masa yang cukup untuk menyiapkan kerja saya	1	2	3	4	5

		Sangat tidak setuju	Tidak setuju	Neutral	Setuju	Sangat setuju
11.	Kerja saya sering menimbulkan konflik kepada saya	1	2	3	4	5

SEKSYEN TIGA

ARAHAN: Sila baca setiap pernyataan di bawah dan nyatakan samada anda bersetuju atau tidak bersetuju dengan setiap penyertaan berikut. Sila nyatakan pilihan anda dengan membulatkan nombor yang diberi.

		Sangat tidak setuju	Tidak setuju	Neutral	Setuju	Sangat setuju
1.	Pekerjaan saya membolehkan saya membuat banyak keputusan secara sendiri	1	2	3	4	5
2.	Semasa bekerja, saya tidak mempunyai kebebasan untuk menentukan cara bagaimana saya membuat kerja	1	2	3	4	5
3.	Saya mempunyai pengaruh yang banyak terhadap apa yang berlaku terhadap pekerjaan saya	1	2	3	4	5
4.	Penyelia saya mengambil berat tentang kebajikan pekerja di bawahnya	1	2	3	4	5
5.	Penyelia saya memberi perhatian kepada apa yang saya katakan	1	2	3	4	5
6.	Penyelia saya sangat membantu dalam memastikan kerja dapat disiapkan	1	2	3	4	5
7.	Penyelia saya berjaya membuatkan orang lain bekerja bersama-sama	1	2	3	4	5
8.	Mereka yang bekerja bersama saya sangat cekap dalam melakukan kerja mereka	1	2	3	4	5
9.	Mereka yang bekerja bersama saya mengambil berat tentang saya	1	2	3	4	5

		Sangat tidak setuju	Tidak setuju	Neutral	Setuju	Sangat setuju
10.	Mereka yang bekerja bersama saya sangat mesra	1	2	3	4	5
11.	Apabila diperlukan, rakan sekerja saya akan membantu saya	1	2	3	4	5
12.	Saya menerima maklumat yang mencukupi daripada penyelia tentang prestasi kerja saya	1	2	3	4	5
13.	Saya menerima maklumbalas yang mencukupi daripada penyelia tentang bagaimana bagusnya saya dalam melakukan kerja saya	1	2	3	4	5
14.	Terdapat banyak peluang dalam pekerjaan saya untuk mengetahui bagaimana saya lakukan kerja	1	2	3	4	5
15.	Saya tahu bagaimana bagusnya saya dalam melaksanakan kerja saya	1	2	3	4	5

MAKLUMAT DEMOGRAFI

Bahagian ini mengandungi beberapa maklumat demografi anda. Sila tandakan **(√)** dalam kotak atau menulis maklumbalas anda di ruang yang disediakan.

1. Gender saya:

   ☐ Lelaki ☐ Perempuan

2. Umur saya:

   Sila nyatakan: _____tahun

3. Status perkahwinan saya:

   ☐ Bujang ☐ Berkahwin ☐ Bercerai / Berpisah / Balu

4. Tahap pendidikan tertinggi saya: _____

5. Gaji bulanan saya:

	Bawah RM1000		RM 1001 – RM 2000
	RM 2001 – RM 3000		RM 3001 – RM 4000
	RM 4001 – RM 5000		Lebih dari RM 5001

6. Jumlah tahun bersama organisasi sekarang:

☐	Kurang dari setahun	☐	4 – 7 tahun
☐	1 – 3 tahun	☐	Lebih dari 7 tahun

7. Jumlah tahun dalam jawatan sekarang:

☐	Kurang dari setahun	☐	4 - 7 tahun
☐	1 - 3 tahun	☐	Lebih dari 7 tahun

8. Jawatan sekarang: _____

9. Gred jawatan: _____

------TERIMA KASIH DI ATAS KERJASAMA YANG DIBERIKAN-----

Reliability

Notes

Output Created		27-Mar-2018 09:18:03
Comments		
Input	Data	C:\Users\User\Desktop\Pilot Test\merged QsPilotTest without work life balance.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	20
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=S2Q1 S2Q4 S2Q5 S2Q6 S2Q2n S2Q3n /SCALE('Workload') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE CORR /SUMMARY=TOTAL CORR.
Resources	Processor Time	00:00:00.015
	Elapsed Time	00:00:00.016

Scale: Workload

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded[a]	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded[a]	0	.0
	Total	20	100.0

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.720	.717	6

Item Statistics

	Mean	Std. Deviation	N
S2Q1	3.3500	.93330	20
S2Q4	3.1500	.93330	20
S2Q5	3.9500	.82558	20
S2Q6	3.4500	.88704	20
S2Q2n	2.8000	.89443	20
S2Q3n	2.7000	.92338	20

Inter-Item Correlation Matrix

	S2Q1	S2Q4	S2Q5	S2Q6	S2Q2n	S2Q3n
S2Q1	1.000	.420	.161	.499	-.227	.495
S2Q4	.420	1.000	.420	.804	-.025	.544
S2Q5	.161	.420	1.000	.535	-.014	.048
S2Q6	.499	.804	.535	1.000	.119	.623
S2Q2n	-.227	-.025	-.014	.119	1.000	.051
S2Q3n	.495	.544	.048	.623	.051	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Inter-Item Correlations	.297	-.227	.804	1.031	-3.543	.085

Summary Item Statistics

	N of Items
Inter-Item Correlations	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S2Q1	16.0500	8.997	.407	.390	.695
S2Q4	16.2500	7.671	.697	.666	.599
S2Q5	15.4500	9.734	.336	.431	.713
S2Q6	15.9500	7.208	.872	.804	.543
S2Q2n	16.6000	11.516	-.028	.182	.809
S2Q3n	16.7000	8.326	.557	.533	.648

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.4000	12.147	3.48531	6

Reliability

Notes

Output Created		27-Mar-2018 09:20:56
Comments		
Input	Data	C:\Users\User\Desktop\Pilot Test\merged QsPilotTest without work life balance.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	20
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=S2Q7 S2Q8 S2Q9 S2Q11 S2Q10n /SCALE('Work Pressure') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE CORR /SUMMARY=TOTAL CORR.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.000

Scale: Work Pressure

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded[a]	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded[a]	0	.0
	Total	20	100.0

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.557	.545	5

Item Statistics

	Mean	Std. Deviation	N
S2Q7	3.8500	.98809	20
S2Q8	3.8000	1.00525	20
S2Q9	3.8500	.74516	20
S2Q11	2.5000	.88852	20
S2Q10n	2.7500	1.01955	20

Inter-Item Correlation Matrix

	S2Q7	S2Q8	S2Q9	S2Q11	S2Q10n
S2Q7	1.000	.763	.611	.390	-.039
S2Q8	.763	1.000	.520	.059	.000
S2Q9	.611	.520	1.000	-.199	-.606
S2Q11	.390	.059	-.199	1.000	.436
S2Q10n	-.039	.000	-.606	.436	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Inter-Item Correlations	.193	-.606	.763	1.369	-1.259	.169

Summary Item Statistics

	N of Items
Inter-Item Correlations	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S2Q7	12.9000	3.884	.776	.831	.168
S2Q8	12.9500	4.471	.565	.682	.331
S2Q9	12.9000	6.832	.127	.760	.589
S2Q11	14.2500	5.776	.308	.570	.507
S2Q10n	14.0000	7.053	-.039	.574	.703

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.7500	7.882	2.80741	5

Reliability

Notes

Output Created		27-Mar-2018 09:24:15
Comments		
Input	Data	C:\Users\User\Desktop\Pilot Test\merged QsPilotTest without work life balance.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	20
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=S3Q1 S3Q2n S3Q3 /SCALE('Autonomy') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE CORR /SUMMARY=TOTAL CORR.
Resources	Processor Time	00:00:00.015
	Elapsed Time	00:00:00.015

Scale: Autonomy

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded[a]	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded[a]	0	.0
	Total	20	100.0

Reliability Statistics

Cronbach's Alpha[a]	Cronbach's Alpha Based on Standardized Items[a]	N of Items
-.634	-.657	3

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Item Statistics

	Mean	Std. Deviation	N
S3Q1	3.2000	1.10501	20
S3Q2n	3.1500	.98809	20
S3Q3	3.4000	.88258	20

Inter-Item Correlation Matrix

	S3Q1	S3Q2n	S3Q3
S3Q1	1.000	-.463	.561
S3Q2n	-.463	1.000	-.555
S3Q3	.561	-.555	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Inter-Item Correlations	-.152	-.555	.561	1.116	-1.011	.307

Summary Item Statistics

	N of Items
Inter-Item Correlations	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S3Q1	6.5500	.787	.043	.348	-2.462[a]
S3Q2n	6.6000	3.095	-.569	.342	.707
S3Q3	6.3500	1.187	.066	.426	-1.703[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
9.7500	2.092	1.44641	3

Reliability

Notes

Output Created		27-Mar-2018 09:24:58
Comments		
Input	Data	C:\Users\User\Desktop\Pilot Test\merged QsPilotTest without work life balance.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	20
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=S3Q4 S3Q5 S3Q6 S3Q7 S3Q8 S3Q9 S3Q10 S3Q11 /SCALE('Social Support') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE CORR /SUMMARY=TOTAL CORR.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.016

Scale: Social Support

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded[a]	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.898	8

Item Statistics

	Mean	Std. Deviation	N
S3Q4	4.00	.795	20
S3Q5	3.75	.851	20
S3Q6	3.85	.875	20
S3Q7	3.95	.887	20
S3Q8	3.85	.813	20
S3Q9	3.80	.768	20
S3Q10	4.00	.649	20
S3Q11	4.05	.686	20

Inter-Item Correlation Matrix

	S3Q4	S3Q5	S3Q6	S3Q7	S3Q8	S3Q9	S3Q10	S3Q11
S3Q4	1.000	.701	.832	.747	.570	.431	.510	.386
S3Q5	.701	1.000	.513	.471	.171	.161	.286	.023
S3Q6	.832	.513	1.000	.871	.707	.501	.463	.364
S3Q7	.747	.471	.871	1.000	.719	.603	.549	.437
S3Q8	.570	.171	.707	.719	1.000	.540	.499	.675
S3Q9	.431	.161	.501	.603	.540	1.000	.634	.719
S3Q10	.510	.286	.463	.549	.499	.634	1.000	.591
S3Q11	.386	.023	.364	.437	.675	.719	.591	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Inter-Item Correlations	.524	.023	.871	.849	38.661	.040

Summary Item Statistics

	N of Items
Inter-Item Correlations	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S3Q4	27.25	17.566	.806	.829	.873
S3Q5	27.50	19.632	.426	.596	.910
S3Q6	27.40	16.884	.823	.866	.871
S3Q7	27.30	16.642	.848	.820	.868
S3Q8	27.40	17.937	.722	.756	.881
S3Q9	27.45	18.682	.647	.684	.888
S3Q10	27.25	19.461	.644	.513	.889
S3Q11	27.20	19.642	.568	.746	.895

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.25	23.566	4.854	8

Reliability

Notes

Output Created		27-Mar-2018 09:25:33
Comments		
Input	Data	C:\Users\User\Desktop\Pilot Test\merged QsPilotTest without work life balance.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	20
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=S3Q12 S3Q13 S3Q14 S3Q15 /SCALE('Performance Feedback') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE CORR /SUMMARY=TOTAL CORR.
Resources	Processor Time	00:00:00.015
	Elapsed Time	00:00:00.016

Scale: Performance Feedback

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded[a]	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded[a]	0	.0
	Total	20	100.0

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.829	.830	4

Item Statistics

	Mean	Std. Deviation	N
S3Q12	4.05	.686	20
S3Q13	3.80	.834	20
S3Q14	3.60	.821	20
S3Q15	3.70	.801	20

Inter-Item Correlation Matrix

	S3Q12	S3Q13	S3Q14	S3Q15
S3Q12	1.000	.846	.131	.603
S3Q13	.846	1.000	.415	.693
S3Q14	.131	.415	1.000	.608
S3Q15	.603	.693	.608	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Inter-Item Correlations	.550	.131	.846	.716	6.471	.056

Summary Item Statistics

	N of Items
Inter-Item Correlations	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S3Q12	11.10	4.305	.625	.801	.800
S3Q13	11.35	3.397	.802	.812	.711
S3Q14	11.55	4.366	.442	.558	.879
S3Q15	11.45	3.524	.794	.650	.717

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
15.15	6.555	2.560	4

Reliability

Notes

Output Created		27-Mar-2018 09:26:22
Comments		
Input	Data	C:\Users\User\Desktop\Pilot Test\merged QsPilotTest without work life balance.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	20
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=S1Q1 S1Q2 S1Q3 S1Q4 S1Q5 S1Q6 S1Q7 S1Q8 S1Q9 S1Q10 S1Q11 S1Q12 S1Q13 S1Q14 S1Q15 S1Q16 S1Q17 /SCALE('Work Engagement') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE CORR /SUMMARY=TOTAL CORR.
Resources	Processor Time	00:00:00.031
	Elapsed Time	00:00:00.033

Scale: Work Engagement

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded[a]	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.924	.929	17

Item Statistics

	Mean	Std. Deviation	N
S1Q1	4.00	.725	20
S1Q2	3.85	.745	20
S1Q3	3.80	.696	20
S1Q4	3.55	1.146	20
S1Q5	3.65	.875	20
S1Q6	3.75	.910	20
S1Q7	4.20	.616	20
S1Q8	4.20	.696	20
S1Q9	4.15	.745	20
S1Q10	4.20	.696	20
S1Q11	4.15	.813	20
S1Q12	4.20	.768	20
S1Q13	3.65	1.040	20
S1Q14	3.90	.718	20
S1Q15	4.10	.788	20
S1Q16	3.20	.834	20
S1Q17	3.25	.910	20

Inter-Item Correlation Matrix

	S1Q1	S1Q2	S1Q3	S1Q4	S1Q5	S1Q6	S1Q7	S1Q8
S1Q1	1.000	.876	.626	.633	.415	.478	.825	.626
S1Q2	.876	1.000	.650	.718	.642	.718	.757	.670
S1Q3	.626	.650	1.000	.343	.484	.415	.713	.739
S1Q4	.633	.718	.343	1.000	.727	.744	.433	.449
S1Q5	.415	.642	.484	.727	1.000	.611	.332	.553
S1Q6	.478	.718	.415	.744	.611	1.000	.470	.249
S1Q7	.825	.757	.713	.433	.332	.470	1.000	.639
S1Q8	.626	.670	.739	.449	.553	.249	.639	1.000
S1Q9	.682	.801	.670	.576	.650	.524	.620	.751
S1Q10	.521	.670	.522	.251	.380	.332	.639	.565
S1Q11	.089	.126	-.037	.189	.004	.480	.147	-.242
S1Q12	.378	.699	.276	.467	.580	.753	.356	.217
S1Q13	.349	.404	.262	.347	.205	.514	.280	-.044
S1Q14	.505	.659	.590	.326	.444	.443	.405	.569
S1Q15	.552	.654	.518	.286	.282	.257	.608	.729
S1Q16	.261	.390	.436	.485	.462	.624	.123	.200
S1Q17	.637	.679	.332	.618	.314	.651	.470	.332

Inter-Item Correlation Matrix

	S1Q9	S1Q10	S1Q11	S1Q12	S1Q13	S1Q14	S1Q15
S1Q1	.682	.521	.089	.378	.349	.505	.552
S1Q2	.801	.670	.126	.699	.404	.659	.654
S1Q3	.670	.522	-.037	.276	.262	.590	.518
S1Q4	.576	.251	.189	.467	.347	.326	.286
S1Q5	.650	.380	.004	.580	.205	.444	.282
S1Q6	.524	.332	.480	.753	.514	.443	.257
S1Q7	.620	.639	.147	.356	.280	.405	.608
S1Q8	.751	.565	-.242	.217	-.044	.569	.729
S1Q9	1.000	.650	.048	.497	.071	.718	.600
S1Q10	.650	1.000	-.056	.414	.102	.358	.633
S1Q11	.048	-.056	1.000	.371	.314	.117	-.107
S1Q12	.497	.414	.371	1.000	.488	.515	.400
S1Q13	.071	.102	.314	.488	1.000	.162	.045
S1Q14	.718	.358	.117	.515	.162	1.000	.577
S1Q15	.600	.633	-.107	.400	.045	.577	1.000
S1Q16	.288	.109	.342	.345	.389	.387	.048
S1Q17	.485	.166	.445	.527	.375	.443	.403

Inter-Item Correlation Matrix

	S1Q16	S1Q17
S1Q1	.261	.637
S1Q2	.390	.679
S1Q3	.436	.332
S1Q4	.485	.618
S1Q5	.462	.314
S1Q6	.624	.651
S1Q7	.123	.470
S1Q8	.200	.332
S1Q9	.288	.485
S1Q10	.109	.166
S1Q11	.342	.445
S1Q12	.345	.527
S1Q13	.389	.375
S1Q14	.387	.443
S1Q15	.048	.403
S1Q16	1.000	.277
S1Q17	.277	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Inter-Item Correlations	.436	-.242	.876	1.118	-3.621	.049

Summary Item Statistics

	N of Items
Inter-Item Correlations	17

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S1Q1	61.80	76.905	.769	.	.916
S1Q2	61.95	74.576	.939	.	.912
S1Q3	62.00	78.526	.666	.	.919
S1Q4	62.25	72.092	.710	.	.918
S1Q5	62.15	76.450	.654	.	.919
S1Q6	62.05	74.050	.788	.	.915
S1Q7	61.60	79.200	.697	.	.919
S1Q8	61.60	79.200	.609	.	.920
S1Q9	61.65	76.555	.775	.	.916
S1Q10	61.60	80.042	.538	.	.922
S1Q11	61.65	83.292	.220	.	.930
S1Q12	61.60	77.411	.683	.	.918
S1Q13	62.15	78.871	.393	.	.928
S1Q14	61.90	78.516	.643	.	.919
S1Q15	61.70	78.853	.554	.	.921
S1Q16	62.60	79.305	.486	.	.923
S1Q17	62.55	75.839	.665	.	.918

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
65.80	87.221	9.339	17

Reliability

Notes

Output Created		27-Mar-2018 09:32:37
Comments		
Input	Data	C:\Users\User\Desktop\Pilot Test\merged QsPilotTest without work life balance.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	20
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=S3Q1 S3Q2n S3Q3 /SCALE('Autonomy') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE CORR /SUMMARY=TOTAL CORR.
Resources	Processor Time	00:00:00.016
	Elapsed Time	00:00:00.016

Scale: Autonomy

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded[a]	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha[a]	Cronbach's Alpha Based on Standardized Items[a]	N of Items
-.634	-.657	3

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Item Statistics

	Mean	Std. Deviation	N
S3Q1	3.2000	1.10501	20
S3Q2n	3.1500	.98809	20
S3Q3	3.4000	.88258	20

Inter-Item Correlation Matrix

	S3Q1	S3Q2n	S3Q3
S3Q1	1.000	-.463	.561
S3Q2n	-.463	1.000	-.555
S3Q3	.561	-.555	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Inter-Item Correlations	-.152	-.555	.561	1.116	-1.011	.307

Summary Item Statistics

	N of Items
Inter-Item Correlations	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S3Q1	6.5500	.787	.043	.348	-2.462[a]
S3Q2n	6.6000	3.095	-.569	.342	.707
S3Q3	6.3500	1.187	.066	.426	-1.703[a]

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
9.7500	2.092	1.44641	3

Reliability

Notes

Output Created		27-Mar-2018 09:33:15
Comments		
Input	Data	C:\Users\User\Desktop\Pilot Test\merged QsPilotTest without work life balance.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	20
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=S3Q1 S3Q3 S3Q2 /SCALE('Autonomy without recode') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE CORR /SUMMARY=TOTAL CORR.
Resources	Processor Time	00:00:00.015
	Elapsed Time	00:00:00.014

Scale: Autonomy

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded[a]	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.762	.769	3

Item Statistics

	Mean	Std. Deviation	N
S3Q1	3.20	1.105	20
S3Q3	3.40	.883	20
S3Q2	2.85	.988	20

Inter-Item Correlation Matrix

	S3Q1	S3Q3	S3Q2
S3Q1	1.000	.561	.463
S3Q3	.561	1.000	.555
S3Q2	.463	.555	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Inter-Item Correlations	.526	.463	.561	.098	1.213	.002

Summary Item Statistics

	N of Items
Inter-Item Correlations	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S3Q1	6.25	2.724	.577	.348	.711
S3Q3	6.05	3.208	.653	.426	.630
S3Q2	6.60	3.095	.569	.342	.707

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
9.45	6.050	2.460	3

Reliability

Notes

Output Created		27-Mar-2018 09:56:45
Comments		
Input	Data	C:\Users\User\Desktop\chapter 4 new without work life balance\merged Qsnew.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	163
	Matrix Input	C:\Users\User\Desktop\chapter 4 new without work life balance\merged Qsnew.sav
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=S1Q1 S1Q2 S1Q3 S1Q4 S1Q5 S1Q6 S1Q7 S1Q8 S1Q9 S1Q10 S1Q11 S1Q12 S1Q13 S1Q14 S1Q15 S1Q16 S1Q17 /SCALE('Work Engagement') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE CORR /SUMMARY=TOTAL CORR.
Resources	Processor Time	00:00:00.016
	Elapsed Time	00:00:00.016

Scale: Work Engagement

Case Processing Summary

		N	%
Cases	Valid	163	100.0
	Excluded[a]	0	.0
	Total	163	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.920	.924	17

Item Statistics

	Mean	Std. Deviation	N
S1Q1	3.80	.668	163
S1Q2	3.67	.648	163
S1Q3	3.61	.724	163
S1Q4	3.48	.898	163
S1Q5	3.56	.658	163
S1Q6	3.57	.778	163
S1Q7	3.99	.657	163
S1Q8	3.94	.650	163
S1Q9	3.87	.713	163
S1Q10	4.10	.654	163
S1Q11	3.88	.757	163
S1Q12	3.98	.741	163
S1Q13	3.34	.925	163
S1Q14	3.83	.615	163
S1Q15	3.87	.730	163
S1Q16	3.13	.763	163
S1Q17	3.06	.767	163

Inter-Item Correlation Matrix

	S1Q1	S1Q2	S1Q3	S1Q4	S1Q5	S1Q6	S1Q7	S1Q8
S1Q1	1.000	.842	.588	.483	.486	.461	.627	.599
S1Q2	.842	1.000	.550	.553	.499	.487	.584	.571
S1Q3	.588	.550	1.000	.427	.559	.510	.561	.570
S1Q4	.483	.553	.427	1.000	.527	.538	.449	.469
S1Q5	.486	.499	.559	.527	1.000	.610	.487	.434
S1Q6	.461	.487	.510	.538	.610	1.000	.509	.429
S1Q7	.627	.584	.561	.449	.487	.509	1.000	.721
S1Q8	.599	.571	.570	.469	.434	.429	.721	1.000
S1Q9	.567	.548	.571	.407	.459	.445	.708	.717
S1Q10	.515	.504	.518	.418	.393	.502	.721	.653
S1Q11	.258	.235	.310	.147	.158	.334	.295	.313
S1Q12	.429	.501	.447	.412	.389	.415	.507	.433
S1Q13	.173	.263	.258	.296	.207	.318	.230	.134
S1Q14	.486	.522	.486	.275	.287	.348	.514	.517
S1Q15	.566	.548	.453	.444	.397	.489	.537	.596
S1Q16	.148	.249	.316	.269	.137	.260	.126	.139
S1Q17	.386	.351	.399	.342	.237	.365	.308	.230

Inter-Item Correlation Matrix

	S1Q9	S1Q10	S1Q11	S1Q12	S1Q13	S1Q14	S1Q15
S1Q1	.567	.515	.258	.429	.173	.486	.566
S1Q2	.548	.504	.235	.501	.263	.522	.548
S1Q3	.571	.518	.310	.447	.258	.486	.453
S1Q4	.407	.418	.147	.412	.296	.275	.444
S1Q5	.459	.393	.158	.389	.207	.287	.397
S1Q6	.445	.502	.334	.415	.318	.348	.489
S1Q7	.708	.721	.295	.507	.230	.514	.537
S1Q8	.717	.653	.313	.433	.134	.517	.596
S1Q9	1.000	.771	.407	.510	.227	.555	.585
S1Q10	.771	1.000	.449	.616	.287	.537	.520
S1Q11	.407	.449	1.000	.436	.207	.302	.252
S1Q12	.510	.616	.436	1.000	.459	.535	.452
S1Q13	.227	.287	.207	.459	1.000	.332	.313
S1Q14	.555	.537	.302	.535	.332	1.000	.556
S1Q15	.585	.520	.252	.452	.313	.556	1.000
S1Q16	.224	.159	.240	.299	.339	.258	.230
S1Q17	.342	.319	.289	.415	.422	.297	.378

Inter-Item Correlation Matrix

	S1Q16	S1Q17
S1Q1	.148	.386
S1Q2	.249	.351
S1Q3	.316	.399
S1Q4	.269	.342
S1Q5	.137	.237
S1Q6	.260	.365
S1Q7	.126	.308
S1Q8	.139	.230
S1Q9	.224	.342
S1Q10	.159	.319
S1Q11	.240	.289
S1Q12	.299	.415
S1Q13	.339	.422
S1Q14	.258	.297
S1Q15	.230	.378
S1Q16	1.000	.429
S1Q17	.429	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Inter-Item Correlations	.419	.126	.842	.715	6.665	.022

Summary Item Statistics

	N of Items
Inter-Item Correlations	17

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S1Q1	58.90	59.916	.700	.777	.913
S1Q2	59.03	59.906	.725	.768	.912
S1Q3	59.09	59.319	.696	.563	.913
S1Q4	59.21	58.589	.597	.489	.916
S1Q5	59.13	61.204	.580	.542	.916
S1Q6	59.13	59.162	.655	.555	.914
S1Q7	58.71	59.787	.727	.685	.912
S1Q8	58.75	60.223	.690	.677	.913
S1Q9	58.83	58.983	.741	.722	.912
S1Q10	58.60	59.786	.731	.726	.912
S1Q11	58.82	62.015	.421	.326	.920
S1Q12	58.72	59.315	.678	.566	.913
S1Q13	59.36	60.786	.413	.348	.922
S1Q14	58.87	61.199	.627	.508	.915
S1Q15	58.83	59.452	.677	.542	.913
S1Q16	59.57	62.703	.358	.317	.922
S1Q17	59.64	60.837	.516	.410	.918

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
62.70	67.607	8.222	17

Reliability

Notes

Output Created		27-Mar-2018 09:57:38
Comments		
Input	Data	C:\Users\User\Desktop\chapter 4 new without work life balance\merged Qsnew.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	163
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=S2Q1 S2Q2n S2Q3n S2Q4 S2Q5 S2Q6 /SCALE('Workload') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE CORR /SUMMARY=TOTAL CORR.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.015

Scale: Workload

Case Processing Summary

		N	%
Cases	Valid	163	100.0
	Excluded[a]	0	.0
	Total	163	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.535	.507	6

Item Statistics

	Mean	Std. Deviation	N
S2Q1	3.2331	.84306	163
S2Q2n	2.7730	.72265	163
S2Q3n	2.6564	.78866	163
S2Q4	3.0675	.90355	163
S2Q5	3.4969	.81932	163
S2Q6	3.4172	.88063	163

Inter-Item Correlation Matrix

	S2Q1	S2Q2n	S2Q3n	S2Q4	S2Q5	S2Q6
S2Q1	1.000	-.065	.158	.279	.216	.517
S2Q2n	-.065	1.000	.263	-.260	-.142	-.093
S2Q3n	.158	.263	1.000	.059	-.221	.217
S2Q4	.279	-.260	.059	1.000	.438	.500
S2Q5	.216	-.142	-.221	.438	1.000	.327
S2Q6	.517	-.093	.217	.500	.327	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Inter-Item Correlations	.146	-.260	.517	.777	-1.987	.063

Summary Item Statistics

	N of Items
Inter-Item Correlations	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S2Q1	15.4110	5.095	.426	.275	.414
S2Q2n	15.8712	7.310	-.104	.149	.635
S2Q3n	15.9877	6.197	.155	.222	.545
S2Q4	15.5767	4.999	.399	.376	.424
S2Q5	15.1472	5.793	.244	.293	.506
S2Q6	15.2270	4.436	.598	.436	.308

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.6442	7.428	2.72547	6

Reliability

Notes

Output Created		27-Mar-2018 09:59:54
Comments		
Input	Data	C:\Users\User\Desktop\chapter 4 new without work life balance\merged Qsnew.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	163
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=S2Q7 S2Q8 S2Q9 S2Q10n S2Q11 /SCALE('Work Pressure') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE CORR /SUMMARY=TOTAL CORR.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.000

Scale: Work Pressure

Case Processing Summary

		N	%
Cases	Valid	163	100.0
	Excluded[a]	0	.0
	Total	163	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.648	.636	5

Item Statistics

	Mean	Std. Deviation	N
S2Q7	3.2331	.89973	163
S2Q8	3.5644	.85373	163
S2Q9	3.5153	.80397	163
S2Q10n	2.8098	.78215	163
S2Q11	2.4785	.72297	163

Inter-Item Correlation Matrix

	S2Q7	S2Q8	S2Q9	S2Q10n	S2Q11
S2Q7	1.000	.728	.499	.046	.264
S2Q8	.728	1.000	.563	-.060	.280
S2Q9	.499	.563	1.000	-.138	.125
S2Q10n	.046	-.060	-.138	1.000	.282
S2Q11	.264	.280	.125	.282	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Inter-Item Correlations	.259	-.138	.728	.865	-5.286	.073

Summary Item Statistics

	N of Items
Inter-Item Correlations	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S2Q7	12.3681	3.839	.637	.553	.462
S2Q8	12.0368	4.011	.630	.598	.472
S2Q9	12.0859	4.783	.417	.349	.588
S2Q10n	12.7914	6.154	.034	.128	.747
S2Q11	13.1227	5.219	.349	.170	.619

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
15.6012	6.896	2.62594	5

Reliability

Notes

Output Created		27-Mar-2018 10:00:38
Comments		
Input	Data	C:\Users\User\Desktop\chapter 4 new without work life balance\merged Qsnew.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	163
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=S3Q1 S3Q2 S3Q3 /SCALE('Autonomy') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE CORR /SUMMARY=TOTAL CORR.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.015

Scale: Autonomy

Case Processing Summary

		N	%
Cases	Valid	163	100.0
	Excluded[a]	0	.0
	Total	163	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.536	.541	3

Item Statistics

	Mean	Std. Deviation	N
S3Q1	3.10	.869	163
S3Q2	2.79	.837	163
S3Q3	3.09	.784	163

Inter-Item Correlation Matrix

	S3Q1	S3Q2	S3Q3
S3Q1	1.000	.148	.394
S3Q2	.148	1.000	.303
S3Q3	.394	.303	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Inter-Item Correlations	.282	.148	.394	.246	2.665	.012

Summary Item Statistics

	N of Items
Inter-Item Correlations	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S3Q1	5.88	1.713	.331	.156	.464
S3Q2	6.19	1.908	.265	.093	.563
S3Q3	5.88	1.672	.461	.217	.258

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
8.98	3.222	1.795	3

Reliability

Notes

Output Created		27-Mar-2018 10:01:24
Comments		
Input	Data	C:\Users\User\Desktop\chapter 4 new without work life balance\merged Qsnew.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	163
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=S3Q4 S3Q5 S3Q6 S3Q7 S3Q8 S3Q9 S3Q10 S3Q11 /SCALE('Social Support') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE CORR /SUMMARY=TOTAL CORR.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.000

Scale: Social Support

Case Processing Summary

		N	%
Cases	Valid	163	100.0
	Excluded[a]	0	.0
	Total	163	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.920	.920	8

Item Statistics

	Mean	Std. Deviation	N
S3Q4	3.57	.909	163
S3Q5	3.59	.807	163
S3Q6	3.58	.888	163
S3Q7	3.53	.863	163
S3Q8	3.66	.715	163
S3Q9	3.66	.697	163
S3Q10	3.79	.689	163
S3Q11	3.84	.675	163

Inter-Item Correlation Matrix

	S3Q4	S3Q5	S3Q6	S3Q7	S3Q8	S3Q9	S3Q10	S3Q11
S3Q4	1.000	.810	.840	.766	.427	.457	.447	.481
S3Q5	.810	1.000	.862	.761	.471	.494	.478	.468
S3Q6	.840	.862	1.000	.857	.444	.475	.473	.486
S3Q7	.766	.761	.857	1.000	.459	.440	.438	.518
S3Q8	.427	.471	.444	.459	1.000	.740	.568	.640
S3Q9	.457	.494	.475	.440	.740	1.000	.749	.709
S3Q10	.447	.478	.473	.438	.568	.749	1.000	.791
S3Q11	.481	.468	.486	.518	.640	.709	.791	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Inter-Item Correlations	.591	.427	.862	.435	2.020	.025

Summary Item Statistics

	N of Items
Inter-Item Correlations	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S3Q4	25.65	18.426	.773	.743	.906
S3Q5	25.63	19.012	.799	.778	.904
S3Q6	25.64	18.282	.819	.858	.902
S3Q7	25.69	18.747	.775	.761	.906
S3Q8	25.56	20.630	.638	.597	.916
S3Q9	25.56	20.420	.695	.715	.912
S3Q10	25.43	20.605	.672	.709	.914
S3Q11	25.38	20.521	.704	.706	.912

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
29.22	25.284	5.028	8

Reliability

Notes

Output Created		27-Mar-2018 10:02:04
Comments		
Input	Data	C:\Users\User\Desktop\chapter 4 new without work life balance\merged Qsnew.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	163
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=S3Q12 S3Q13 S3Q14 S3Q15 /SCALE('Performance Feedback') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE CORR /SUMMARY=TOTAL CORR.
Resources	Processor Time	00:00:00.016
	Elapsed Time	00:00:00.016

Scale: Performance Feedback

Case Processing Summary

		N	%
Cases	Valid	163	100.0
	Excluded[a]	0	.0
	Total	163	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.823	.820	4

Item Statistics

	Mean	Std. Deviation	N
S3Q12	3.63	.786	163
S3Q13	3.48	.804	163
S3Q14	3.48	.679	163
S3Q15	3.49	.679	163

Inter-Item Correlation Matrix

	S3Q12	S3Q13	S3Q14	S3Q15
S3Q12	1.000	.806	.499	.415
S3Q13	.806	1.000	.568	.432
S3Q14	.499	.568	1.000	.478
S3Q15	.415	.432	.478	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Inter-Item Correlations	.533	.415	.806	.391	1.941	.019

Summary Item Statistics

	N of Items
Inter-Item Correlations	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S3Q12	10.45	3.101	.721	.656	.741
S3Q13	10.60	2.958	.763	.688	.719
S3Q14	10.60	3.661	.613	.390	.793
S3Q15	10.59	3.898	.506	.275	.836

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14.08	5.716	2.391	4

Frequencies

Notes

Output Created		21-Mar-2018 03:34:51
Comments		
Input	Data	C:\Users\End-User\Documents\Demographic.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	163
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.
Syntax		FREQUENCIES VARIABLES=Gender Age MaritalStatus EduQualification MonthlySalary YearsInPresentOrganization YearsInPresentPosition CurrentPosition PositionGrade GroupPosition /STATISTICS=STDDEV MINIMUM MAXIMUM MEAN MEDIAN SKEWNESS SESKEW KURTOSIS SEKURT /HISTOGRAM NORMAL /ORDER=ANALYSIS.
Resources	Processor Time	00:00:02.137
	Elapsed Time	00:00:07.371

Statistics

		Gender	Age	Marital Status	Highest Academic Qualification
N	Valid	163	163	163	163
	Missing	0	0	0	0
Mean		1.69	2.44	1.90	3.10
Median		2.00	2.00	2.00	3.00
Std. Deviation		.465	.916	.372	.904
Skewness		-.815	.241	-1.121	.210
Std. Error of Skewness		.190	.190	.190	.190
Kurtosis		-1.353	-.746	3.313	-.559
Std. Error of Kurtosis		.378	.378	.378	.378
Minimum		1	1	1	1
Maximum		2	4	3	5

Statistics

		Monthly Salary Received	Years in Present Organization	Years in Present Position	Current Position
N	Valid	163	163	163	163
	Missing	0	0	0	0
Mean		4.19	3.02	3.27	1.81
Median		4.00	3.00	4.00	2.00
Std. Deviation		1.554	1.033	.923	.624
Skewness		-.152	-.581	-.945	.157
Std. Error of Skewness		.190	.190	.190	.190
Kurtosis		-1.437	-.964	-.296	-.534
Std. Error of Kurtosis		.378	.378	.378	.378
Minimum		1	1	1	1
Maximum		6	4	4	3

Statistics

		Current Grade	Group Position
N	Valid	163	163
	Missing	0	0
Mean		2.81	1.50
Median		3.00	2.00
Std. Deviation		.624	.502
Skewness		.157	-.012
Std. Error of Skewness		.190	.190
Kurtosis		-.534	-2.025
Std. Error of Kurtosis		.378	.378
Minimum		2	1
Maximum		4	2

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	51	31.3	31.3	31.3
	Female	112	68.7	68.7	100.0
	Total	163	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	23	14.1	14.1	14.1
	31-40	71	43.6	43.6	57.7
	41-50	44	27.0	27.0	84.7
	51-60	25	15.3	15.3	100.0
	Total	163	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	20	12.3	12.3	12.3
	Married	139	85.3	85.3	97.5
	Divorced/Widowed/Separated	4	2.5	2.5	100.0
	Total	163	100.0	100.0	

Highest Academic Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SRP/PMR	2	1.2	1.2	1.2
	SPM/SPMV/Certificate	43	26.4	26.4	27.6
	STPM/Diploma/Advanced Diploma	65	39.9	39.9	67.5
	Bachelor Degree	43	26.4	26.4	93.9
	Master/PhD	10	6.1	6.1	100.0
	Total	163	100.0	100.0	

Monthly Salary Received

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below RM1000	2	1.2	1.2	1.2
	RM1001 - RM2000	27	16.6	16.6	17.8
	RM2001 - RM3000	38	23.3	23.3	41.1
	RM3001 - RM4000	19	11.7	11.7	52.8
	RM4001 - RM5000	25	15.3	15.3	68.1
	Above RM5000	52	31.9	31.9	100.0
	Total	163	100.0	100.0	

Years in Present Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	16	9.8	9.8	9.8
	1 - 3 years	37	22.7	22.7	32.5
	3 - 4 years	38	23.3	23.3	55.8
	More than 7 years	72	44.2	44.2	100.0
	Total	163	100.0	100.0	

Years in Present Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	8	4.9	4.9	4.9
	1 - 3 years	29	17.8	17.8	22.7
	3 - 4 years	37	22.7	22.7	45.4
	More than 7 years	89	54.6	54.6	100.0
	Total	163	100.0	100.0	

Current Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Executive / Administration / Management	50	30.7	30.7	30.7
	Support Staff Level 1	94	57.7	57.7	88.3
	Support Staff Level 2	19	11.7	11.7	100.0
	Total	163	100.0	100.0	

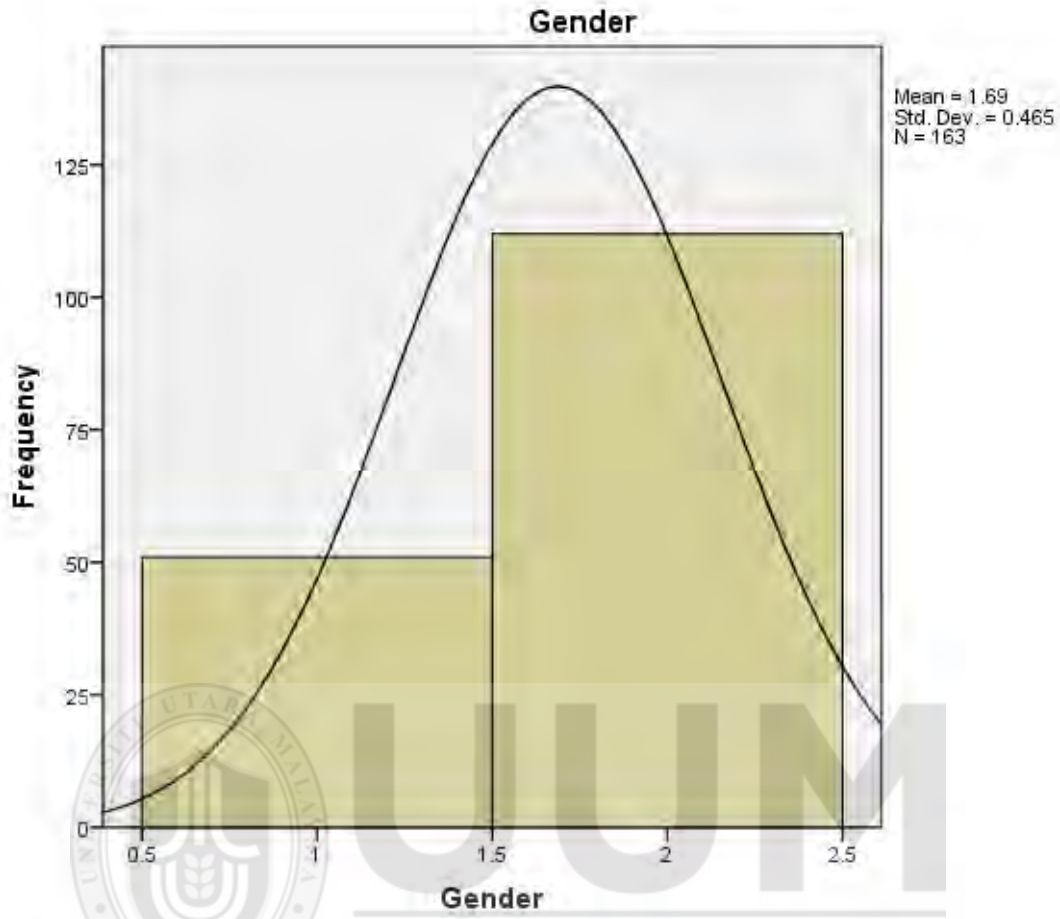
Current Grade

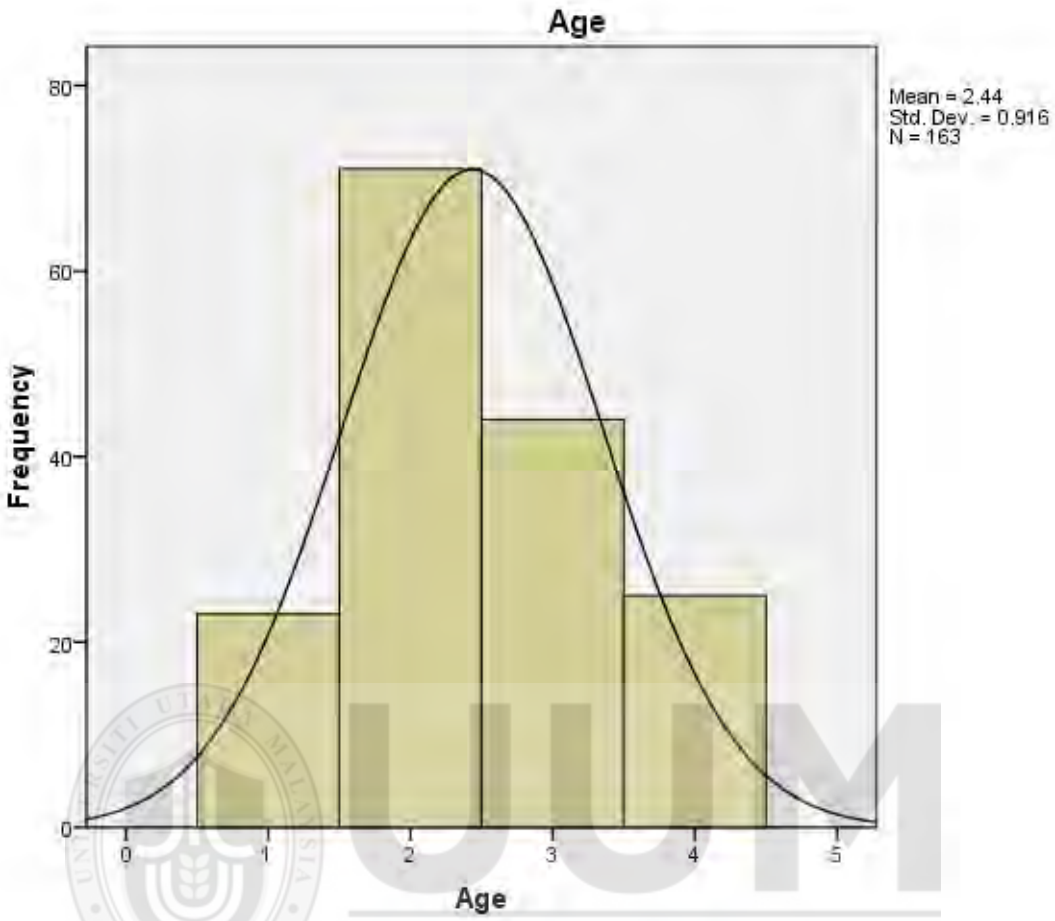
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	41 - 54	50	30.7	30.7	30.7
	19 - 40	94	57.7	57.7	88.3
	11 - 18	19	11.7	11.7	100.0
	Total	163	100.0	100.0	

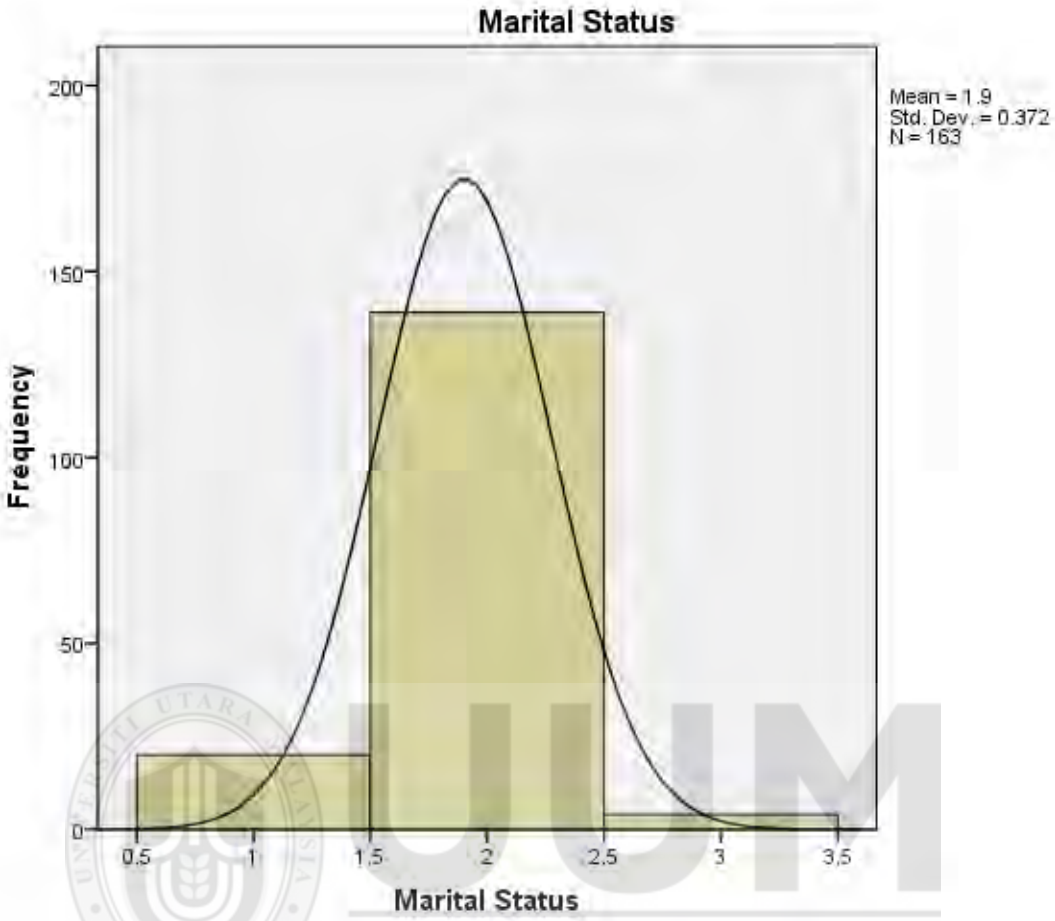
Group Position

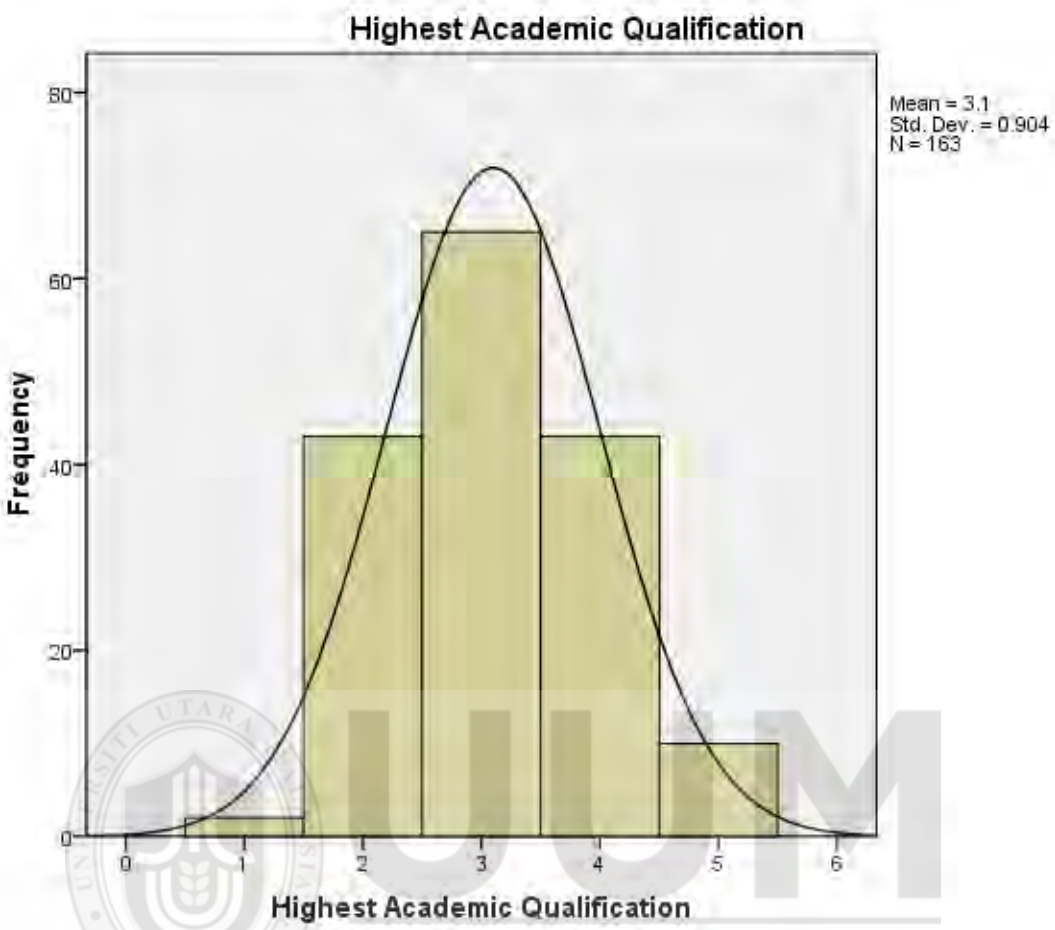
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Medical / Health Science / Dental	81	49.7	49.7	49.7
	Management / Administration / IT / Engineering / Finance	82	50.3	50.3	100.0
	Total	163	100.0	100.0	

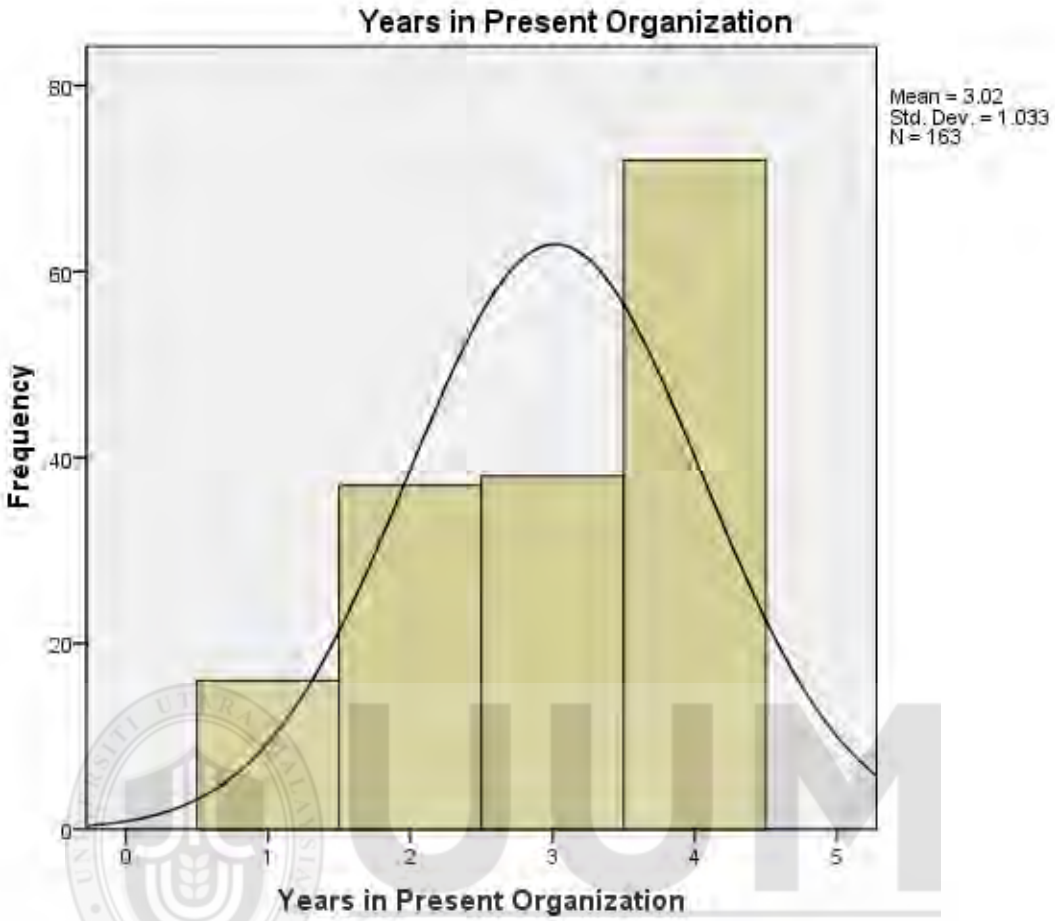
Histogram

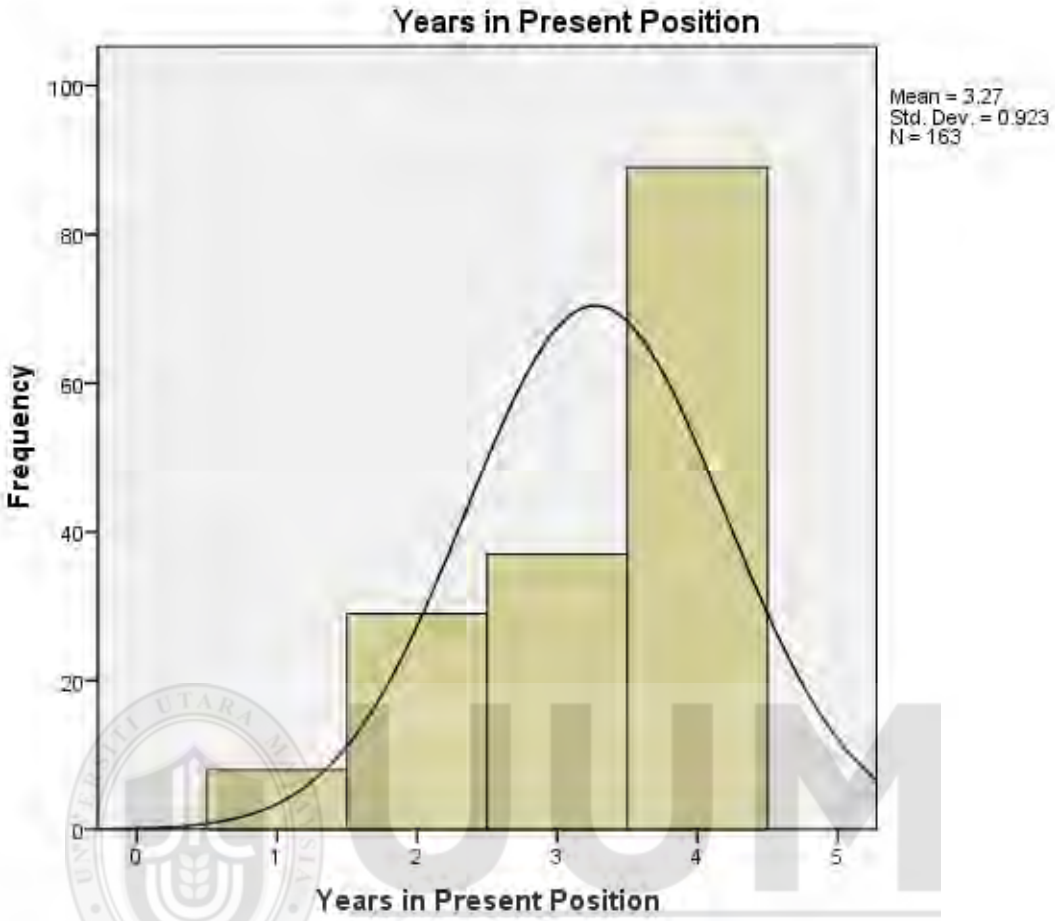


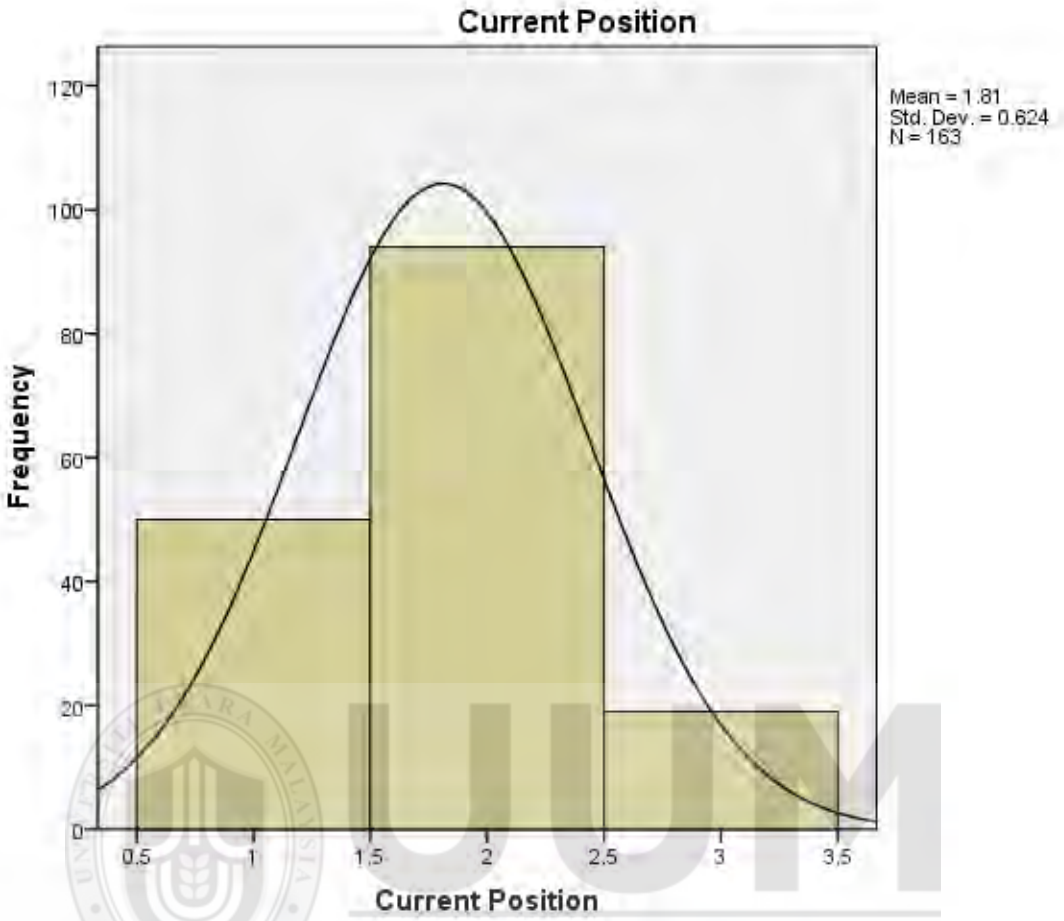


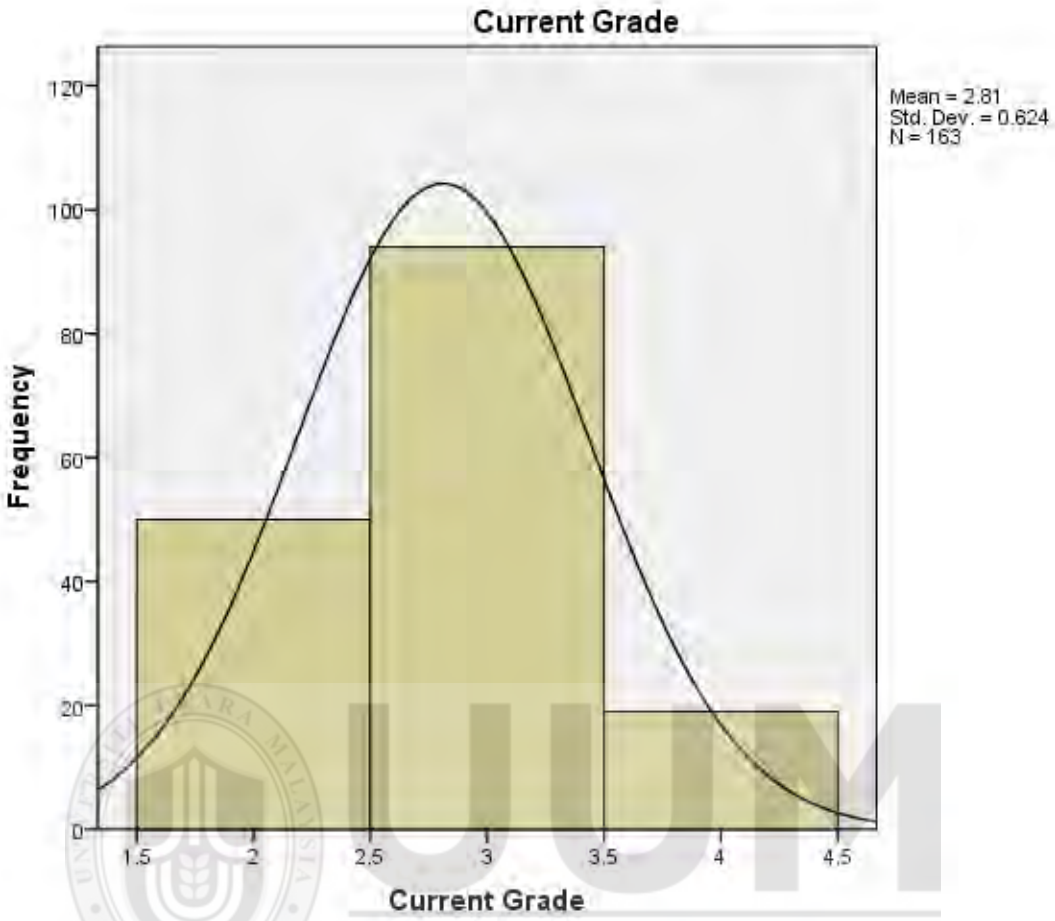


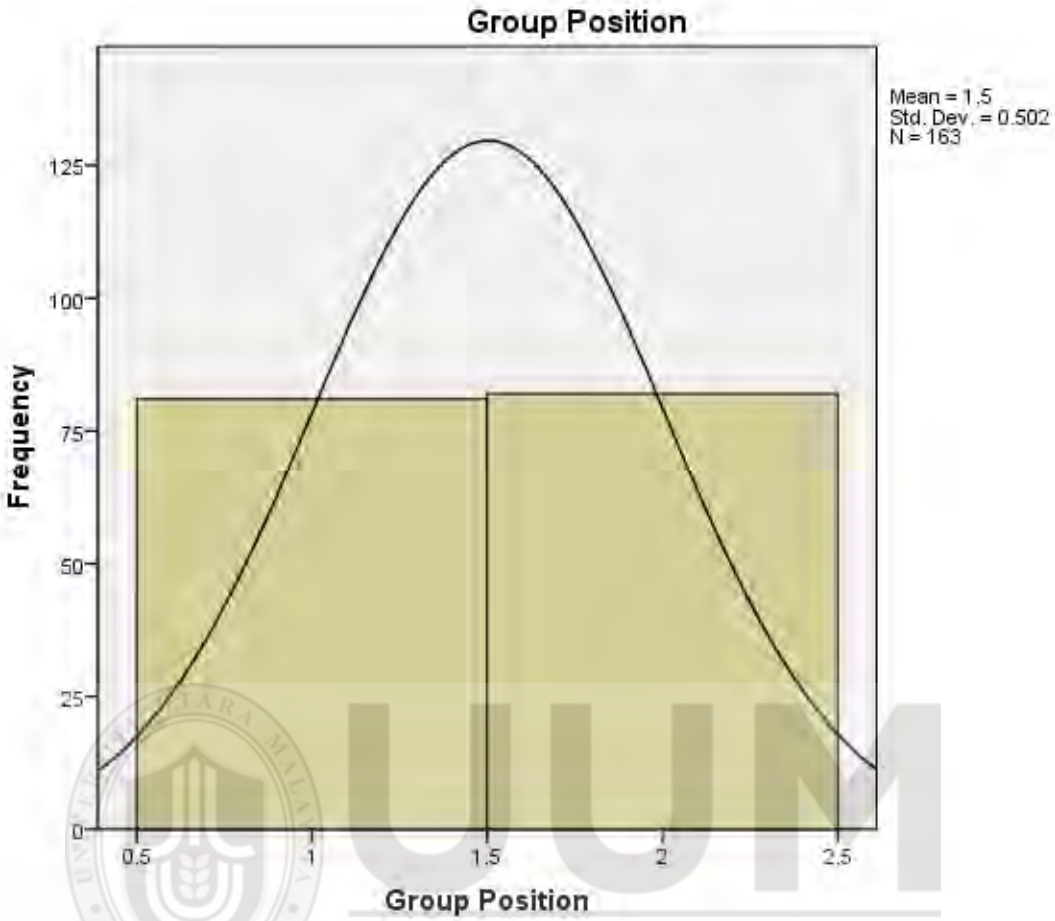












Work engagement

Explore

Notes

Output Created		27-Mar-2018 12:13:41
Comments		
Input	Data	C:\Users\User\Documents\merged Qsnew.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	163
Missing Value Handling	Definition of Missing	User-defined missing values for dependent variables are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for the dependent variable or factor(s) being analyzed.
Syntax		EXAMINE VARIABLES=WorkEngMean /PLOT BOXPLOT STEMLEAF HISTOGRAM NPPLOT /COMPARE GROUPS /STATISTICS DESCRIPTIVES EXTREME /CINTERVAL 95 /MISSING PAIRWISE /NOTOTAL.
Resources	Processor Time	00:00:01.484
	Elapsed Time	00:00:01.714

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
WorkEngMean	163	100.0%	0	.0%	163	100.0%

Descriptives

			Statistic	Std. Error
WorkEngMean	Mean		3.6882	.03788
	95% Confidence Interval for Mean	Lower Bound	3.6134	
		Upper Bound	3.7630	
	5% Trimmed Mean		3.6748	
	Median		3.7059	
	Variance		.234	
	Std. Deviation		.48367	
	Minimum		2.71	
	Maximum		5.00	
	Range		2.29	
	Interquartile Range		.65	
	Skewness		.344	.190
	Kurtosis		-.141	.378

Extreme Values

			Case Number	Value
WorkEngMean	Highest	1	107	5.00
		2	29	4.88
		3	63	4.88
		4	15	4.71
		5	145	4.71[a]
	Lowest	1	66	2.71
		2	14	2.76
		3	143	2.82
		4	60	2.82
		5	80	2.88[b]

a. Only a partial list of cases with the value 4.71 are shown in the table of upper extremes.

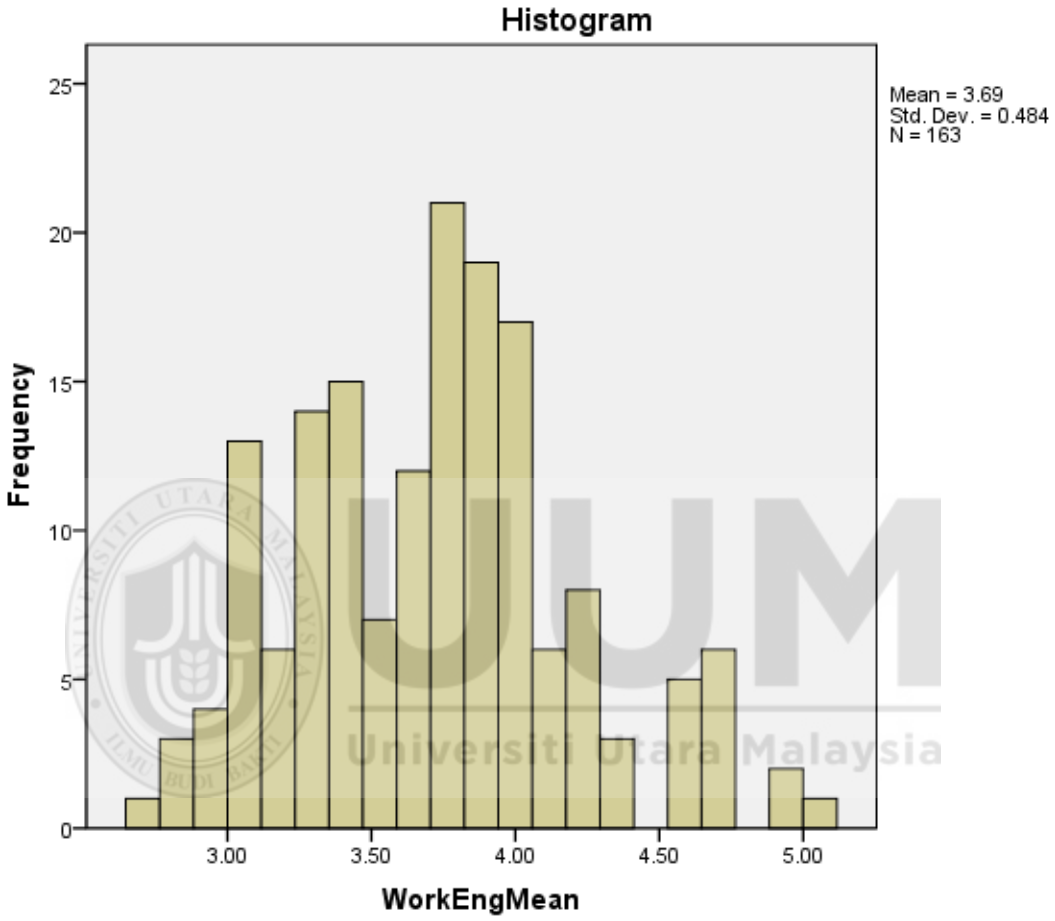
b. Only a partial list of cases with the value 2.88 are shown in the table of lower extremes.

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
WorkEngMean	.069	163	.053	.979	163	.016

a. Lilliefors Significance Correction

WorkEngMean



WorkEngMean Stem-and-Leaf Plot

Frequency Stem & Leaf

2.00 2 . 77

6.00 2 . 888899

19.00 3 . 0000000000000111111

19.00 3 . 2222222222222233333

26.00 3 . 44444444444445555555555555

24.00 3 . 666777777777777777777777

27.00 3 . 888888888888888888899999999

20.00 4 . 00000000000011111111

6.00 4 . 222233

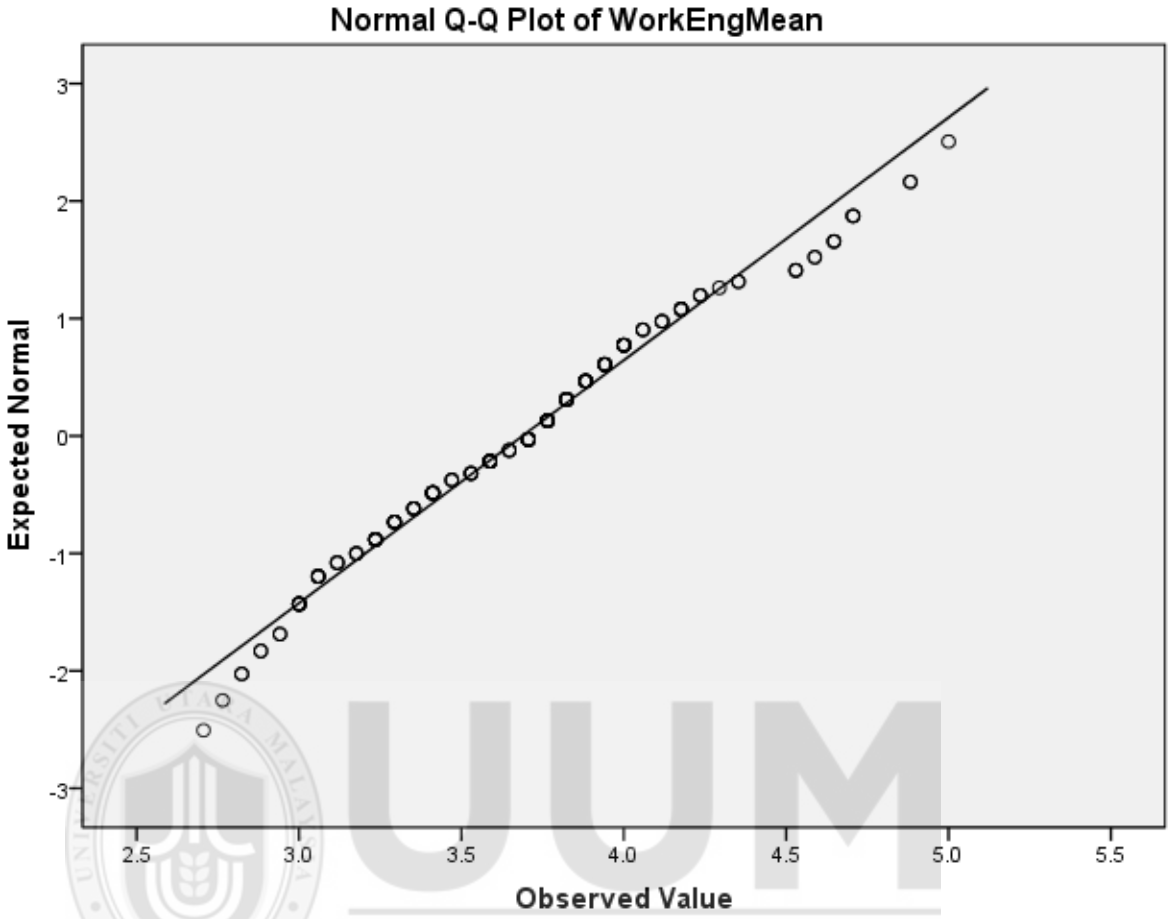
5.00 4 . 55555

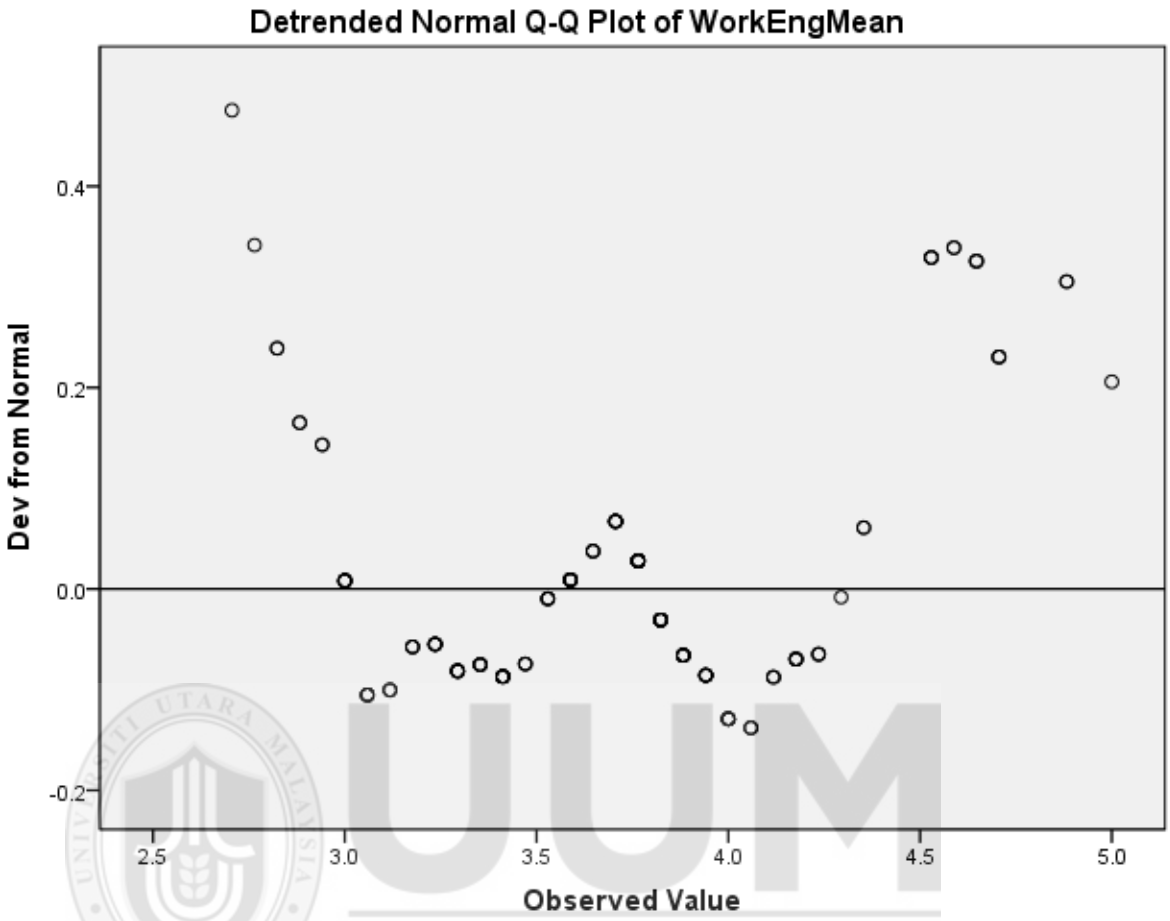
6.00 4 . 666777

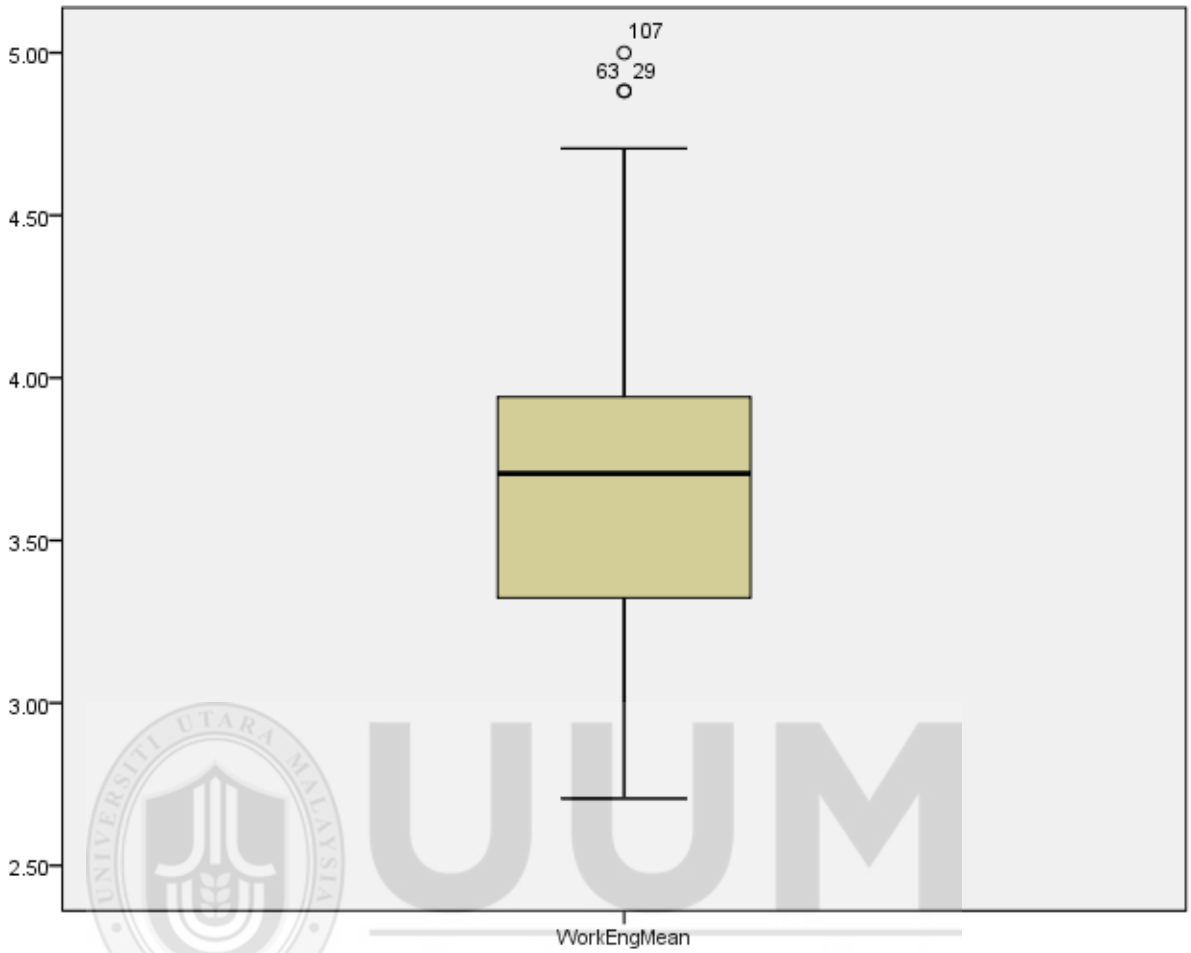
3.00 Extremes (>=4.9)

Stem width: 1.00

Each leaf: 1 case(s)







Workload

Explore

Notes

Output Created		27-Mar-2018 12:18:07
Comments		
Input	Data	C:\Users\User\Documents\merged Qsnew.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	163
Missing Value Handling	Definition of Missing	User-defined missing values for dependent variables are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for the dependent variable or factor(s) being analyzed.
Syntax		EXAMINE VARIABLES=WorkloadMean /PLOT BOXPLOT STEMLEAF HISTOGRAM NPPLOT /COMPARE GROUPS /STATISTICS DESCRIPTIVES EXTREME /CINTERVAL 95 /MISSING PAIRWISE /NOTOTAL.
Resources	Processor Time	00:00:00.922
	Elapsed Time	00:00:00.872

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
WorkloadMean	163	100.0%	0	.0%	163	100.0%

Descriptives

			Statistic	Std. Error
WorkloadMean	Mean		3.1074	.03558
	95% Confidence Interval for Mean	Lower Bound	3.0371	
		Upper Bound	3.1776	
	5% Trimmed Mean		3.1110	
	Median		3.0000	
	Variance		.206	
	Std. Deviation		.45424	
	Minimum		1.83	
	Maximum		4.50	
	Range		2.67	
	Interquartile Range		.67	
	Skewness		.027	.190
	Kurtosis		.283	.378

Extreme Values

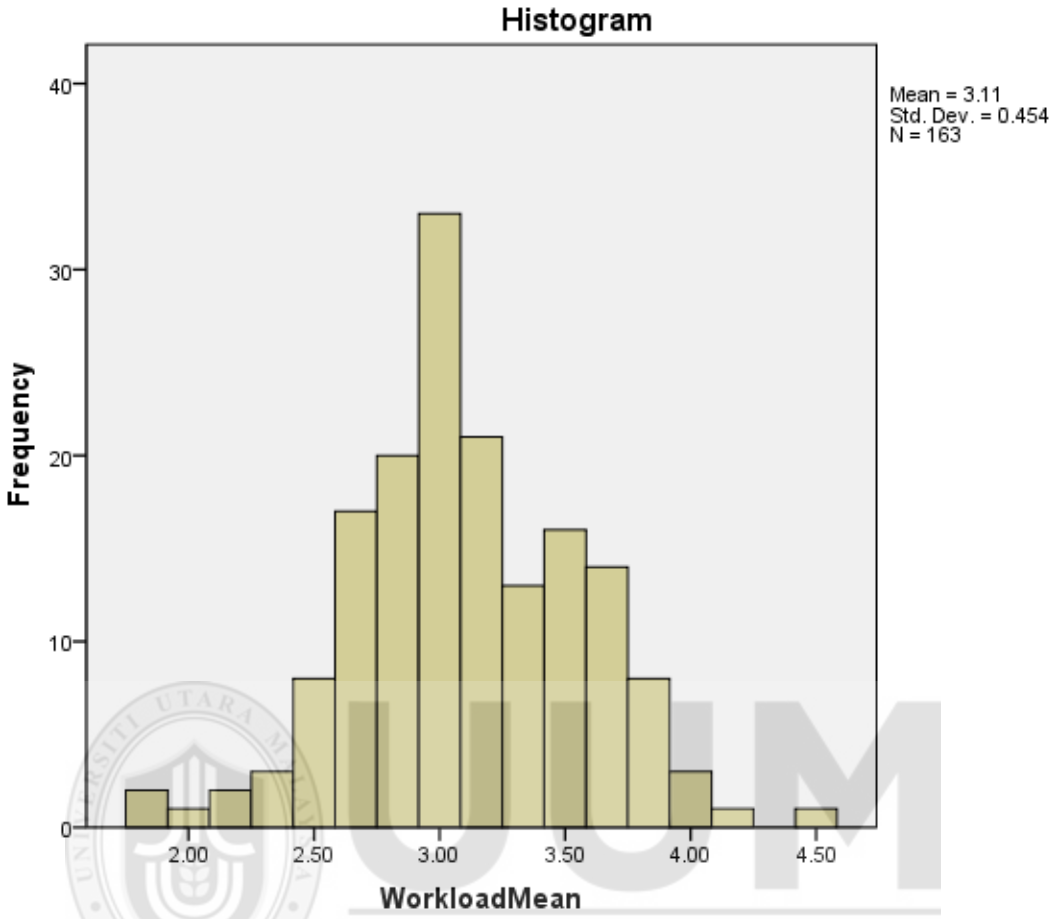
			Case Number	Value
WorkloadMean	Highest	1	126	4.50
		2	147	4.17
		3	52	4.00
		4	93	4.00
		5	163	4.00
	Lowest	1	128	1.83
		2	63	1.83
		3	6	2.00
		4	134	2.17
		5	18	2.17

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
WorkloadMean	.121	163	.000	.981	163	.022

a. Lilliefors Significance Correction

WorkloadMean



WorkloadMean Stem-and-Leaf Plot

Frequency Stem & Leaf

2.00 Extremes (=<1.8)

3.00 2 . 011

3.00 2 . 333

8.00 2 . 55555555

17.00 2 . 66666666666666666

20.00 2 . 8888888888888888888

54.00 3 . 000000000000000000000000000000000011111111111111111111

13.00 3 . 3333333333333

16.00 3 . 5555555555555555

14.00 3 . 66666666666666

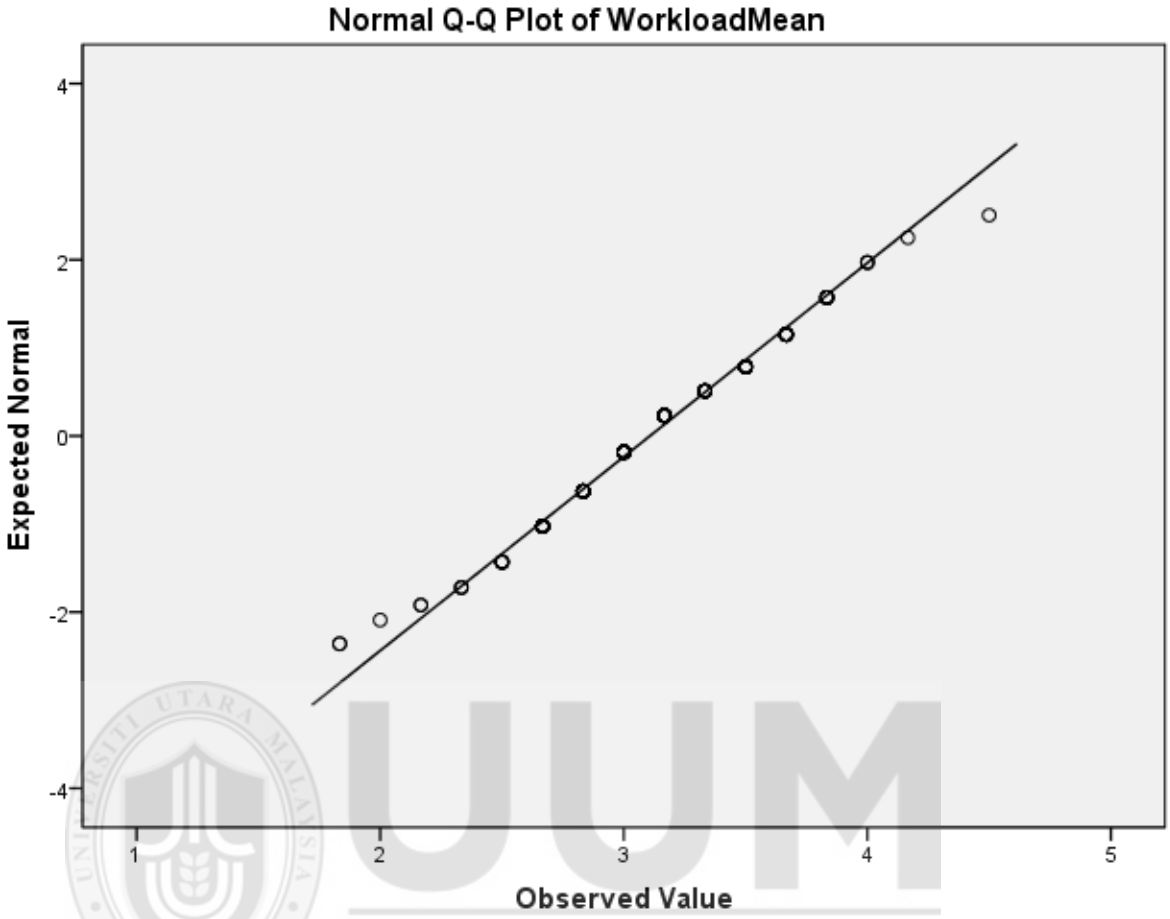
8.00 3 . 88888888

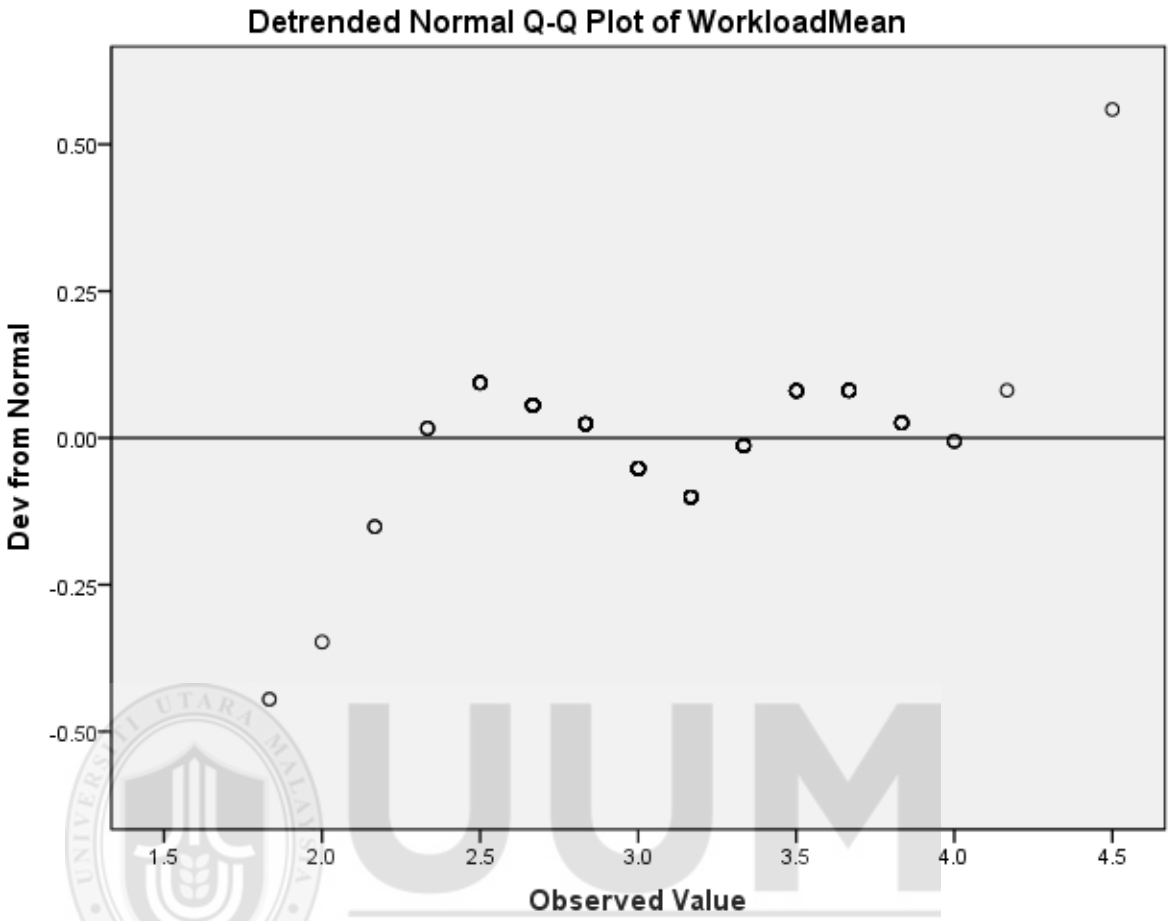
4.00 4 . 0001

1.00 Extremes (>=4.5)

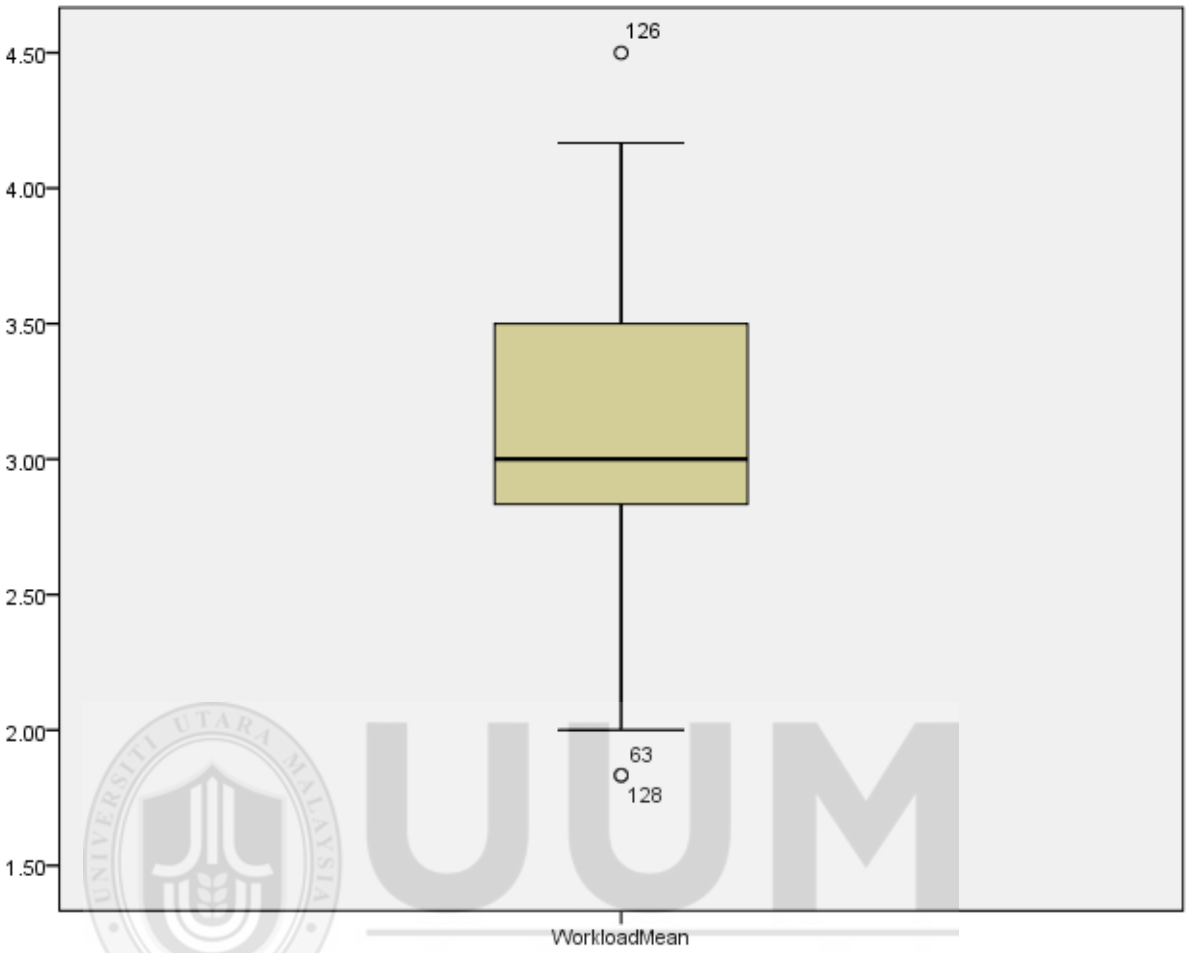
Stem width: 1.00

Each leaf: 1 case(s)





Appendix F – Normality test



Work pressure

Explore

Notes

Output Created		27-Mar-2018 12:20:19
Comments		
Input	Data	C:\Users\User\Documents\merged Qsnew.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	163
Missing Value Handling	Definition of Missing	User-defined missing values for dependent variables are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for the dependent variable or factor(s) being analyzed.
Syntax		EXAMINE VARIABLES=WorkPressMean /PLOT BOXPLOT STEMLEAF HISTOGRAM NPPLOT /COMPARE GROUPS /STATISTICS DESCRIPTIVES EXTREME /CINTERVAL 95 /MISSING PAIRWISE /NOTOTAL.
Resources	Processor Time	00:00:00.875
	Elapsed Time	00:00:00.857

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
WorkPressMean	163	100.0%	0	.0%	163	100.0%

Descriptives

			Statistic	Std. Error
WorkPressMean	Mean		3.1202	.04114
	95% Confidence Interval for Mean	Lower Bound	3.0390	
		Upper Bound	3.2015	
	5% Trimmed Mean		3.1182	
	Median		3.0000	
	Variance		.276	
	Std. Deviation		.52519	
	Minimum		1.60	
	Maximum		4.40	
	Range		2.80	
	Interquartile Range		.80	
	Skewness		.094	.190
	Kurtosis		-.013	.378

Extreme Values

			Case Number	Value
WorkPressMean	Highest	1	126	4.40
		2	156	4.40
		3	51	4.20
		4	154	4.20
		5	162	4.20[a]
	Lowest	1	128	1.60
		2	27	1.80
		3	53	2.00
		4	36	2.00
		5	96	2.20[b]

a. Only a partial list of cases with the value 4.20 are shown in the table of upper extremes.

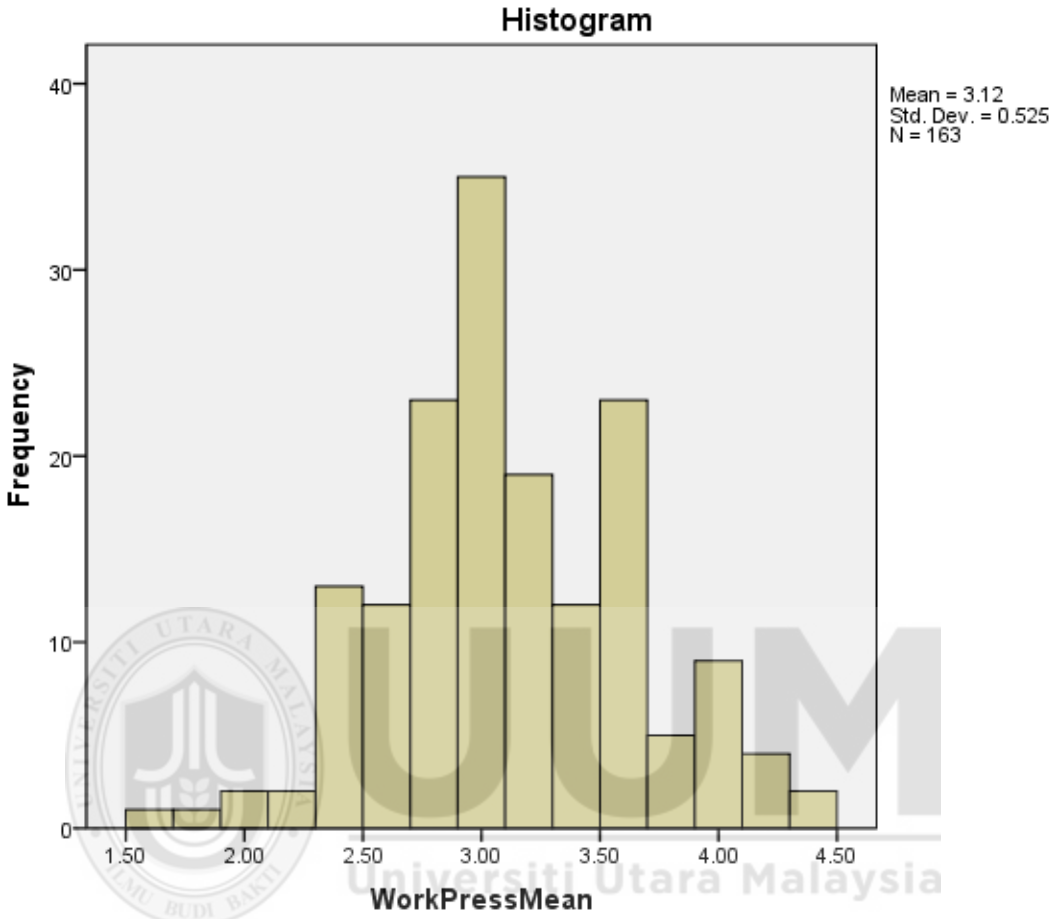
b. Only a partial list of cases with the value 2.20 are shown in the table of lower extremes.

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
WorkPressMean	.137	163	.000	.977	163	.009

a. Lilliefors Significance Correction

WorkPressMean



WorkPressMean Stem-and-Leaf Plot

Frequency Stem & Leaf

.00 1 .

1.00 1 . 6

1.00 1 . 8

2.00 2 . 00

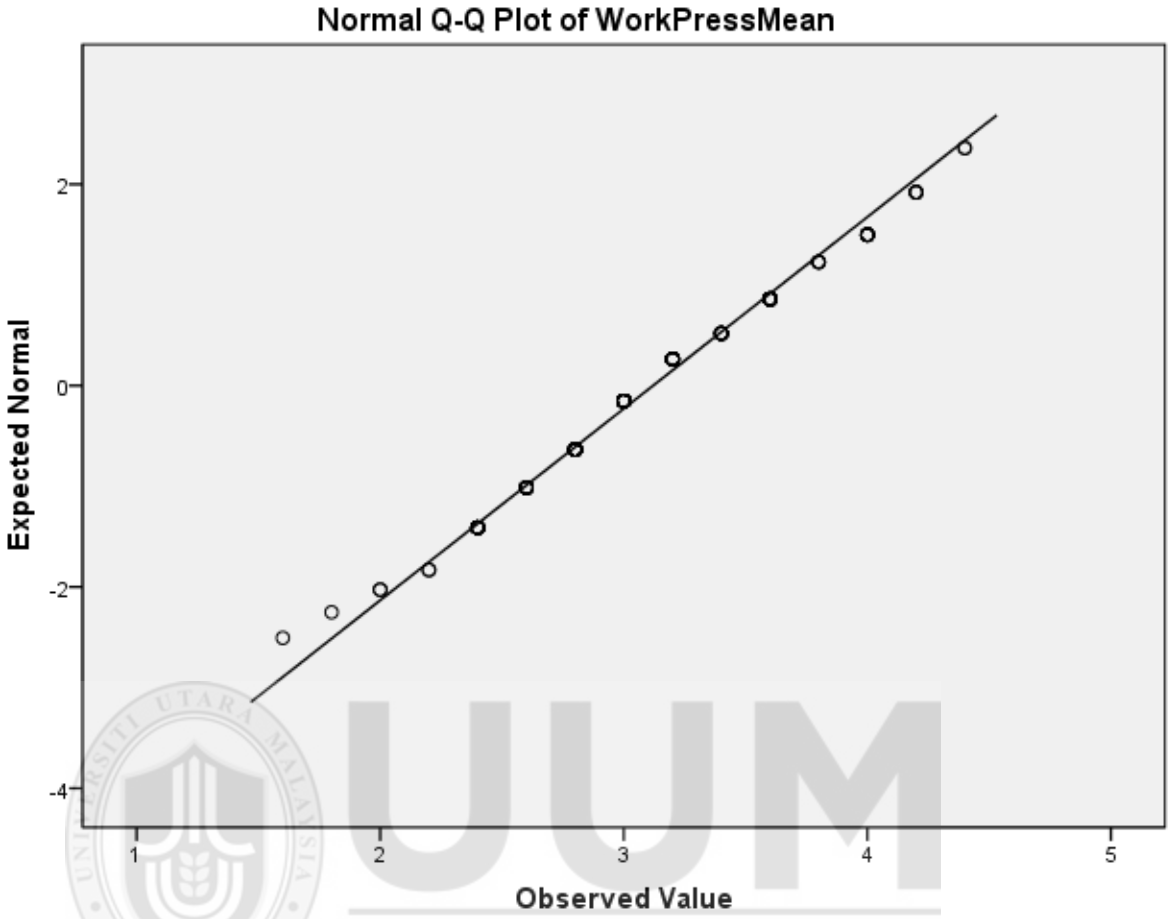
2.00 2 . 22

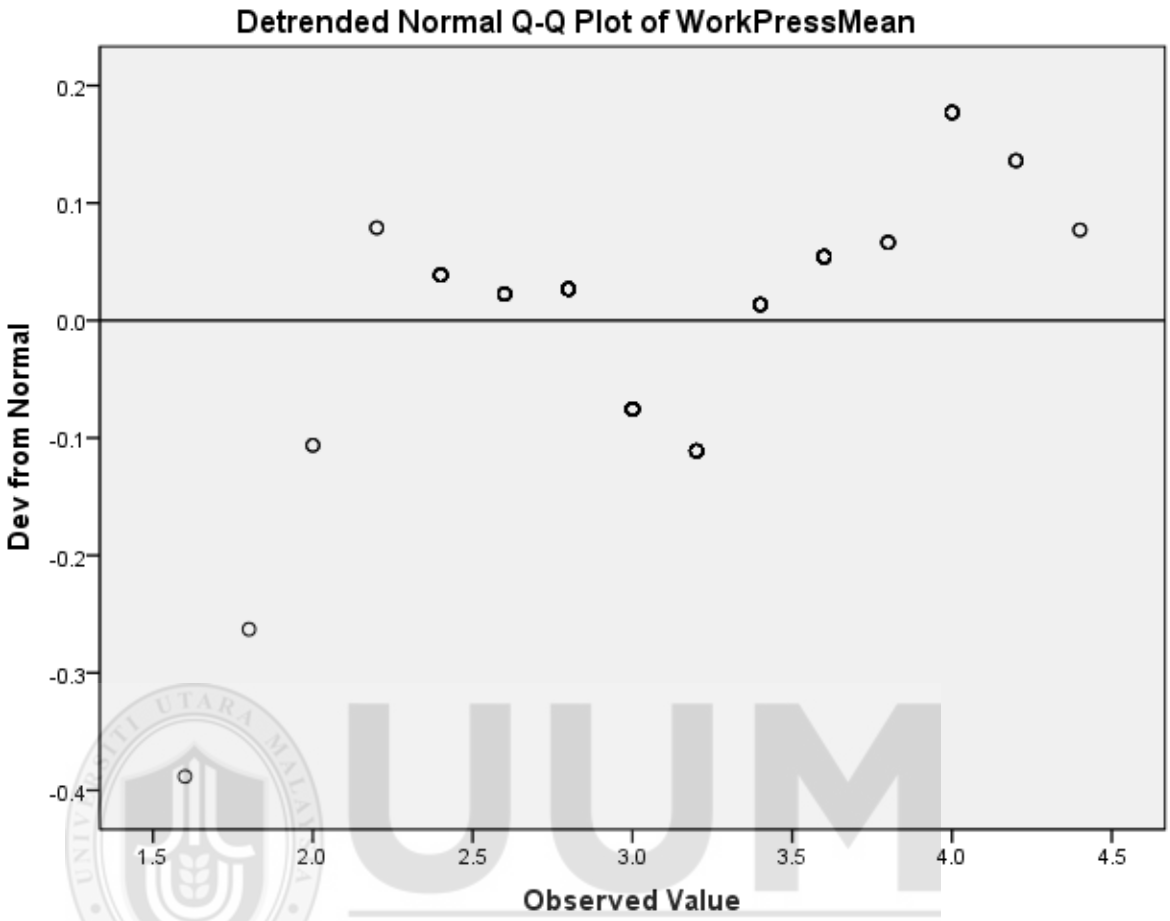
13.00 2 . 4444444444444

12.00	2 . 666666666666
23.00	2 . 88888888888888888888
35.00	3 . 00000000000000000000000000000000000
19.00	3 . 2222222222222222222
12.00	3 . 444444444444
23.00	3 . 6666666666666666666666
5.00	3 . 88888
9.00	4 . 000000000
4.00	4 . 2222
2.00	4 . 44

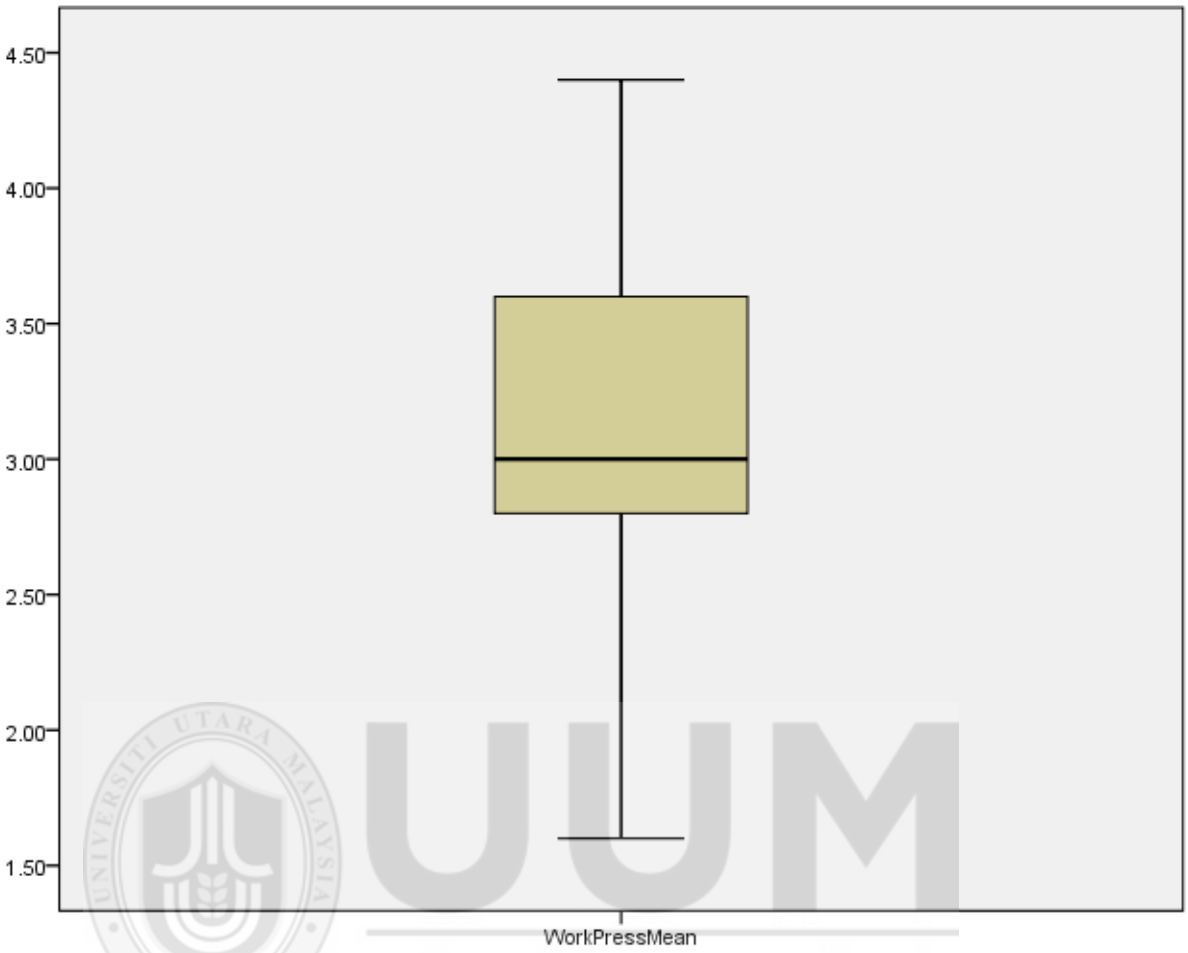
Stem width: 1.00

Each leaf: 1 case(s)





Appendix F – Normality test



Autonomy

Explore

Notes

Output Created		27-Mar-2018 12:21:11
Comments		
Input	Data	C:\Users\User\Documents\merged Qsnew.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	163
Missing Value Handling	Definition of Missing	User-defined missing values for dependent variables are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for the dependent variable or factor(s) being analyzed.
Syntax		EXAMINE VARIABLES=AutonomyMean /PLOT BOXPLOT STEMLEAF HISTOGRAM NPPLOT /COMPARE GROUPS /STATISTICS DESCRIPTIVES EXTREME /CINTERVAL 95 /MISSING PAIRWISE /NOTOTAL.
Resources	Processor Time	00:00:00.906
	Elapsed Time	00:00:00.906

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
AutonomyMean	163	100.0%	0	.0%	163	100.0%

Descriptives

			Statistic	Std. Error
AutonomyMean	Mean		2.9918	.04686
	95% Confidence Interval for Mean	Lower Bound	2.8993	
		Upper Bound	3.0844	
	5% Trimmed Mean		2.9705	
	Median		3.0000	
	Variance		.358	
	Std. Deviation		.59830	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		.67	
	Skewness		.562	.190
	Kurtosis		1.970	.378

Extreme Values

			Case Number	Value
AutonomyMean	Highest	1	154	5.00
		2	155	5.00
		3	163	5.00
		4	107	4.67
		5	29	4.33
	Lowest	1	22	1.00
		2	109	2.00
		3	100	2.00
		4	89	2.00
		5	78	2.00[a]

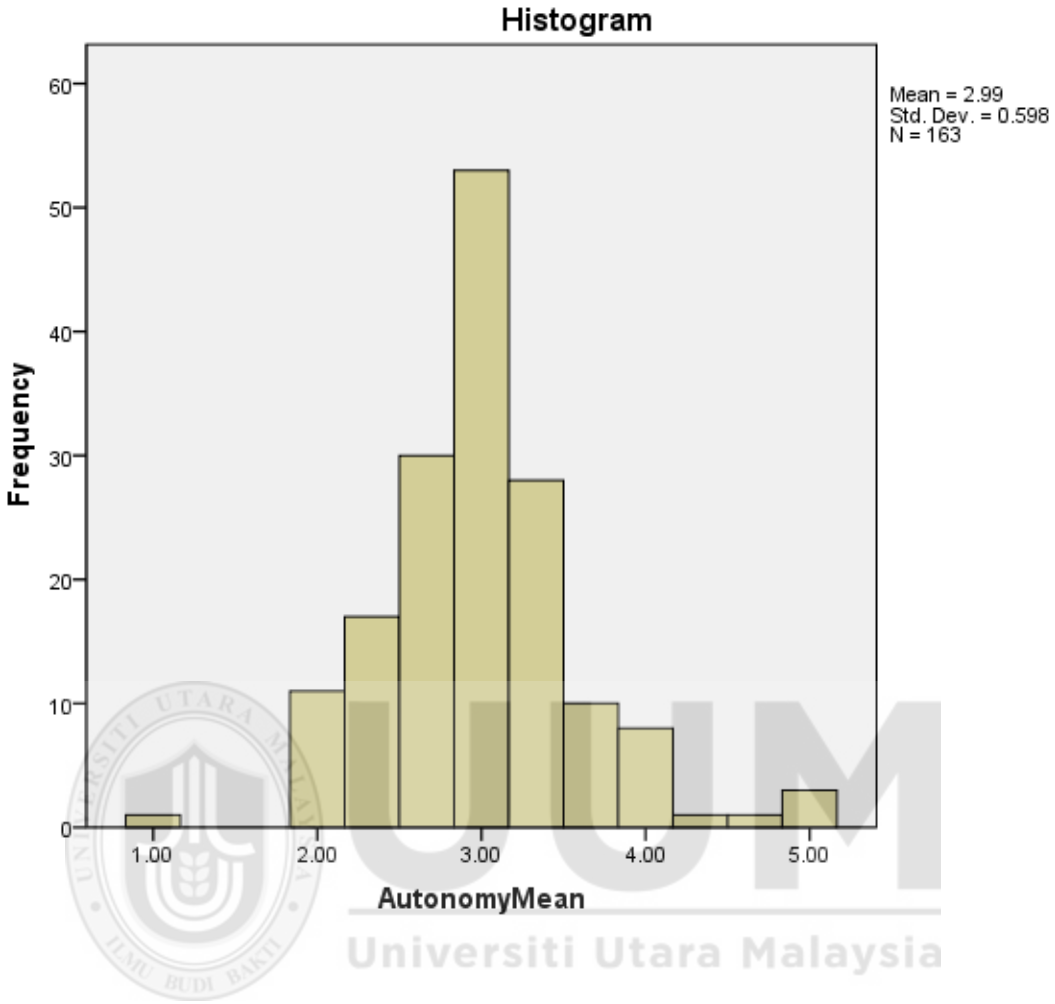
a. Only a partial list of cases with the value 2.00 are shown in the table of lower extremes.

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
AutonomyMean	.182	163	.000	.931	163	.000

a. Lilliefors Significance Correction

AutonomyMean



AutonomyMean Stem-and-Leaf Plot

Frequency Stem & Leaf

1.00 Extremes (=<1.0)

11.00 2 . 00000000000

17.00 2 . 33333333333333333

.00 2 .

30.00 2 . 666666666666666666666666666666

.00 2 .

53.00 3 . 00000000000000000000000000000000000000000000000000000

28.00 3 . 3333333333333333333333333333

.00 3 .

10.00 3 . 6666666666

.00 3 .

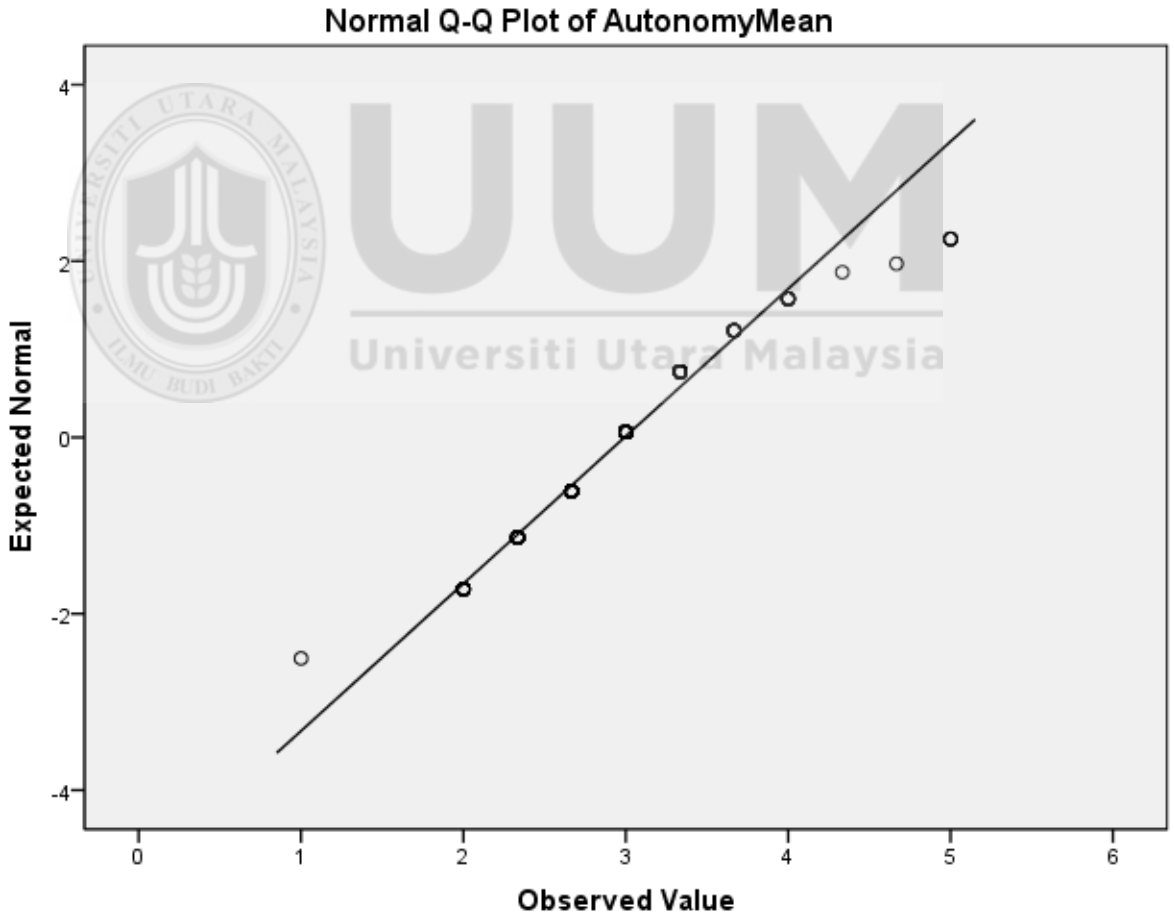
8.00 4 . 00000000

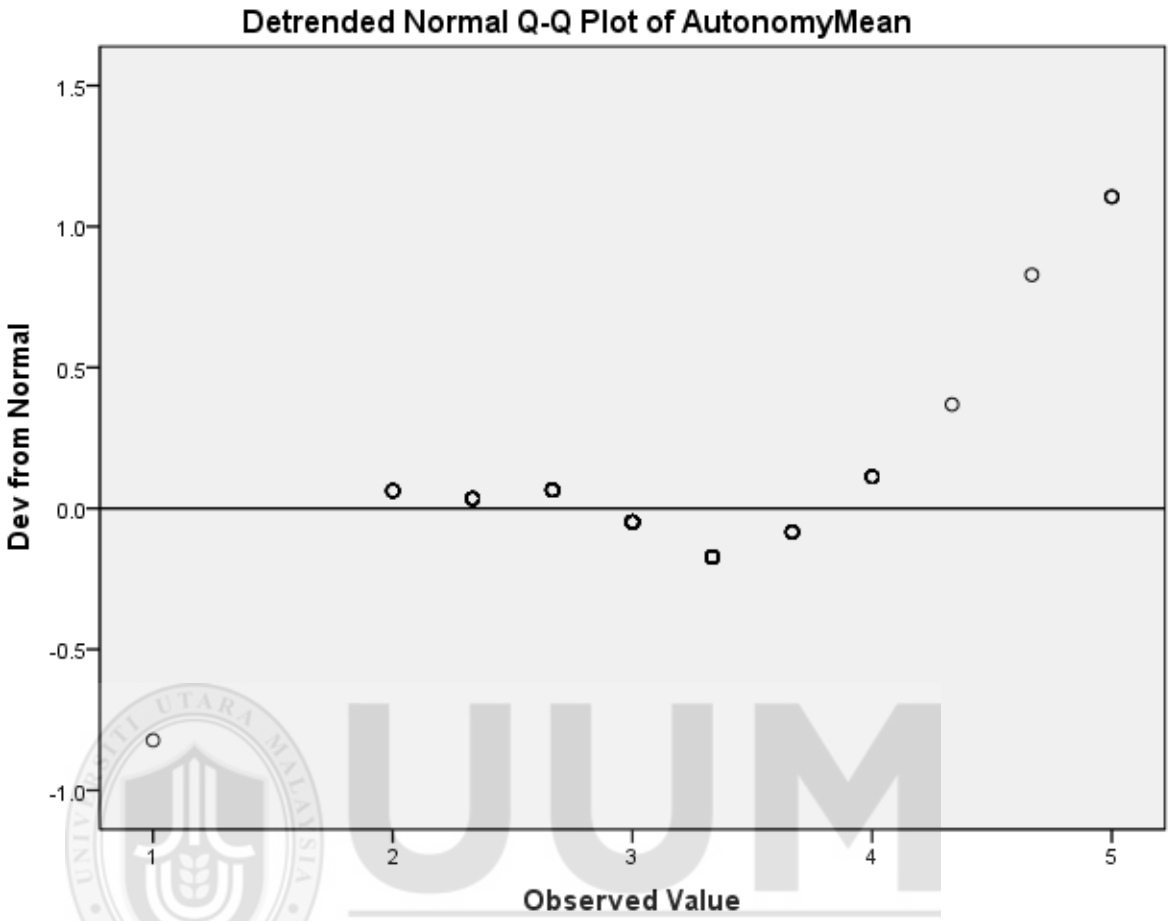
1.00 4 . 3

4.00 Extremes (>=4.7)

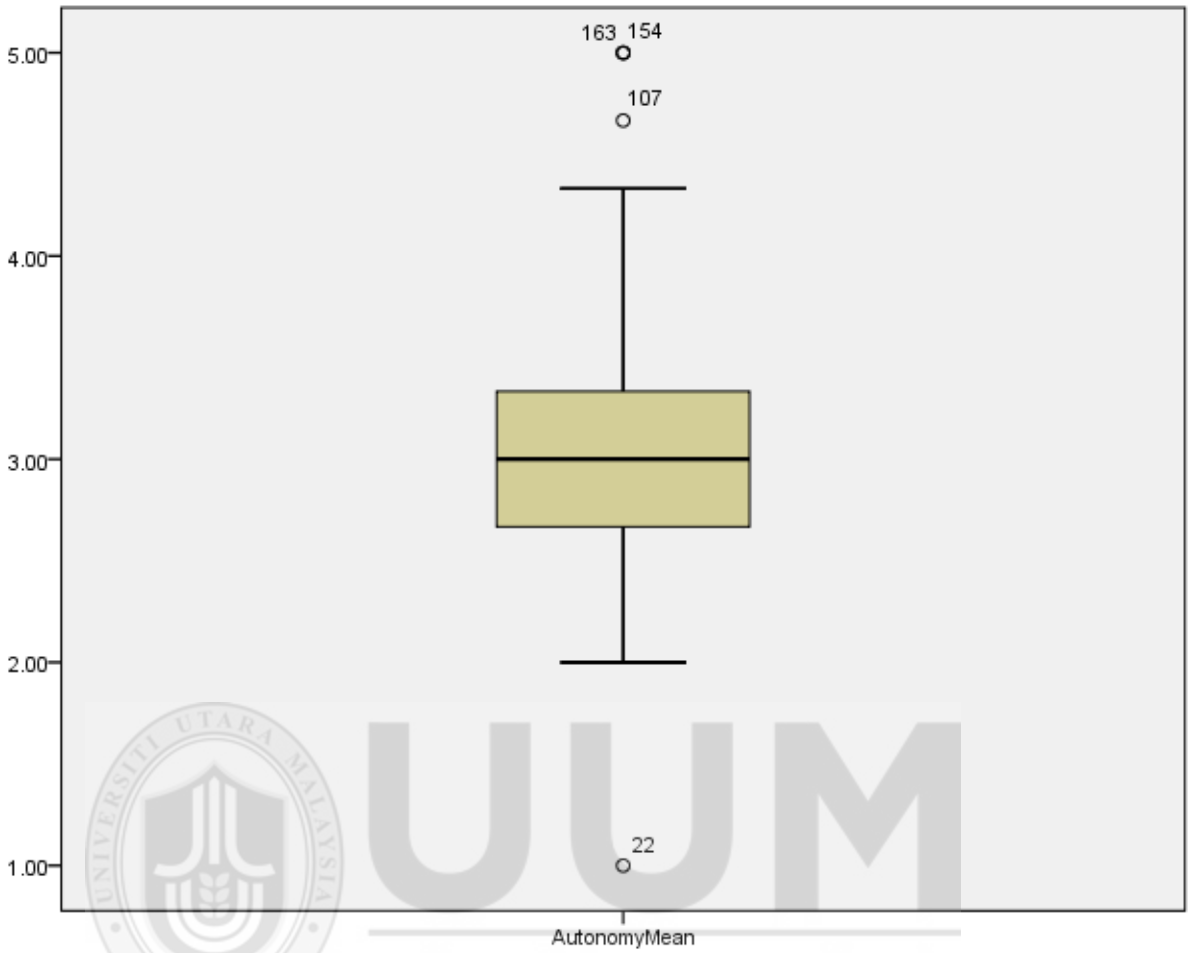
Stem width: 1.00

Each leaf: 1 case(s)





Appendix F – Normality test



Social support

Explore

Notes

Output Created		27-Mar-2018 12:22:04
Comments		
Input	Data	C:\Users\User\Documents\merged Qsnew.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	163
Missing Value Handling	Definition of Missing	User-defined missing values for dependent variables are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for the dependent variable or factor(s) being analyzed.
Syntax		EXAMINE VARIABLES=SocSptMean /PLOT BOXPLOT STEMLEAF HISTOGRAM NPPLOT /COMPARE GROUPS /STATISTICS DESCRIPTIVES EXTREME /CINTERVAL 95 /MISSING PAIRWISE /NOTOTAL.
Resources	Processor Time	00:00:00.843
	Elapsed Time	00:00:00.849

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
SocSptMean	163	100.0%	0	.0%	163	100.0%

Descriptives

			Statistic	Std. Error
SocSptMean	Mean		3.6526	.04923
	95% Confidence Interval for Mean	Lower Bound	3.5554	
		Upper Bound	3.7498	
	5% Trimmed Mean		3.6650	
	Median		3.7500	
	Variance		.395	
	Std. Deviation		.62854	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		.75	
	Skewness		-.503	.190
	Kurtosis		1.412	.378

Extreme Values

			Case Number	Value
SocSptMean	Highest	1	19	5.00
		2	24	5.00
		3	120	5.00
		4	149	5.00
		5	15	4.88[a]
	Lowest	1	78	1.00
		2	51	2.00
		3	38	2.13
		4	70	2.38
		5	39	2.38

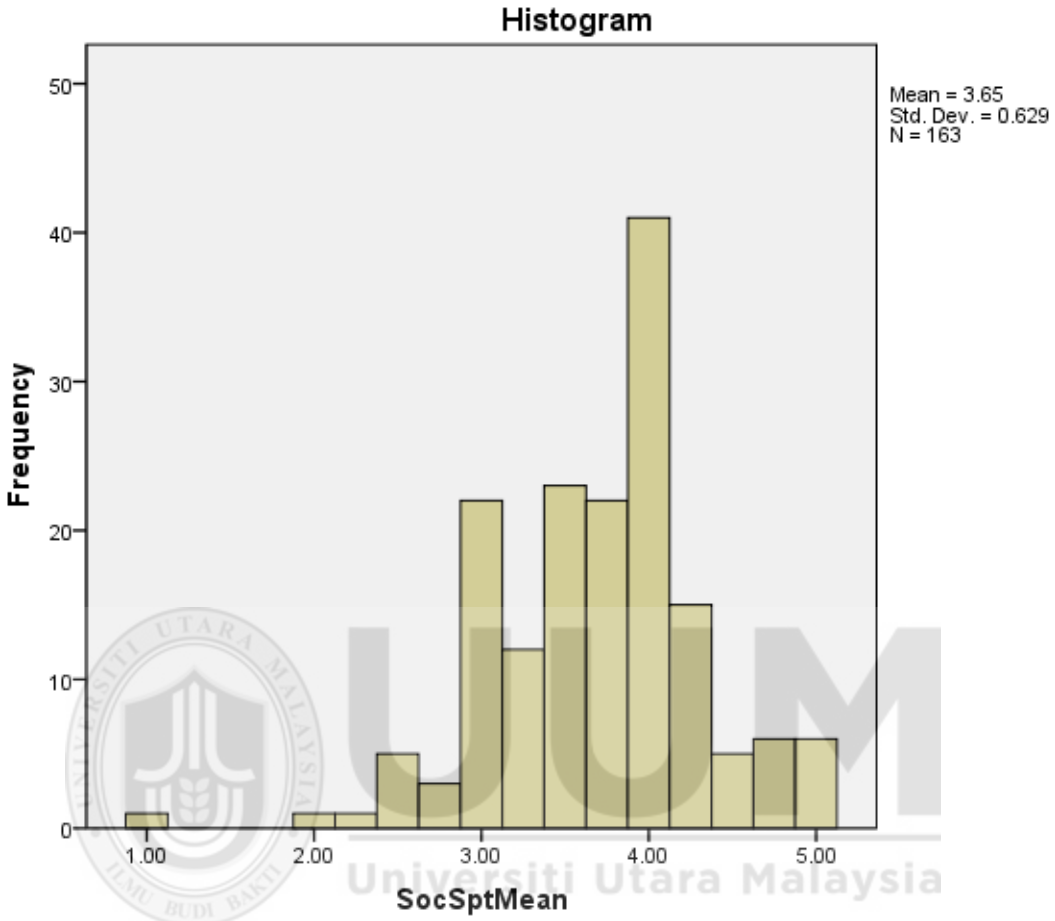
a. Only a partial list of cases with the value 4.88 are shown in the table of upper extremes.

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
SocSptMean	.121	163	.000	.964	163	.000

a. Lilliefors Significance Correction

SocSptMean



SocSptMean Stem-and-Leaf Plot

Frequency Stem & Leaf

2.00 Extremes (=<2.0)

1.00 2 . 1

2.00 2 . 33

3.00 2 . 555

3.00 2 . 667

1.00 2 . 8

26.00 3 . 00000000000000000000011111

19.00 3 . 2222222333333333333

11.00 3 . 55555555555

22.00 3 . 6666666666666777777777

6.00 3 . 888888

45.00 4 . 000000000000000000000000000000000001111111111

6.00 4 . 222223

4.00 4 . 5555

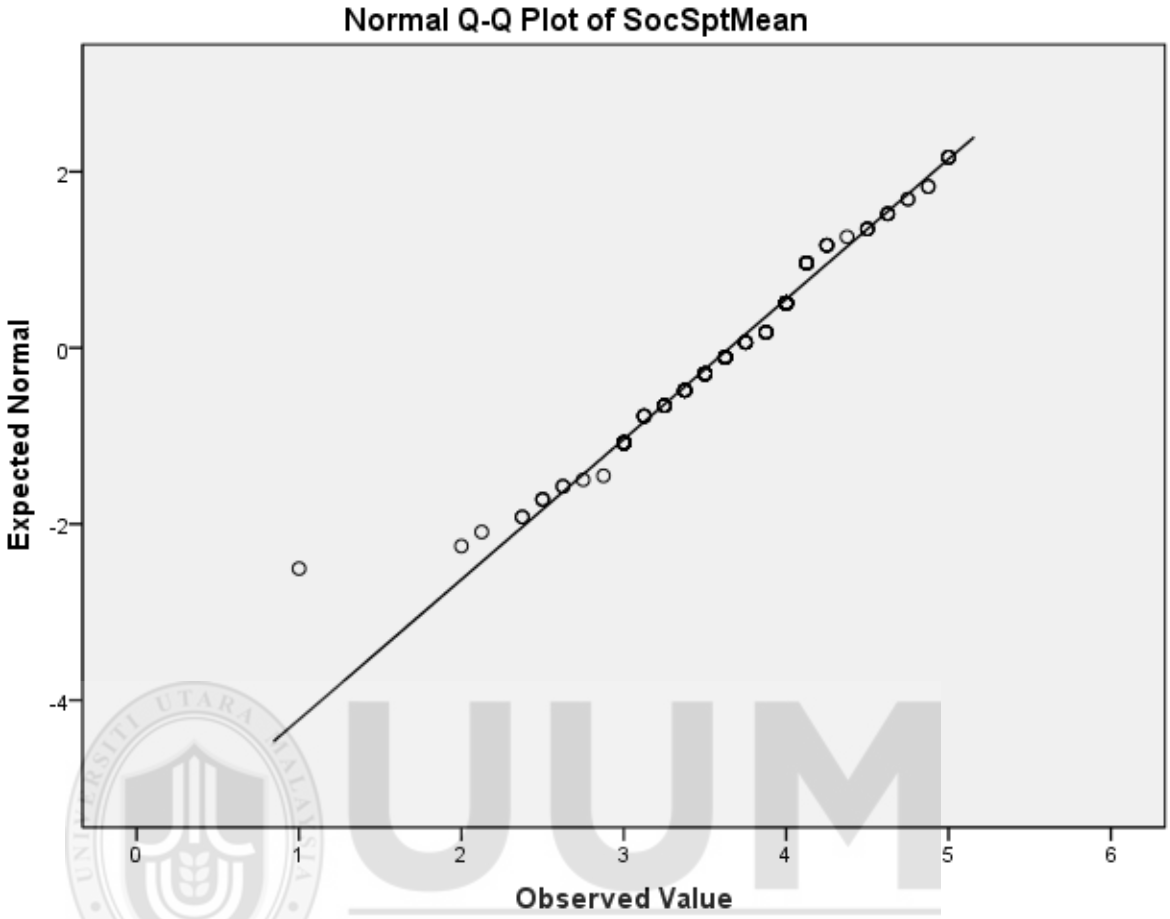
6.00 4 . 666677

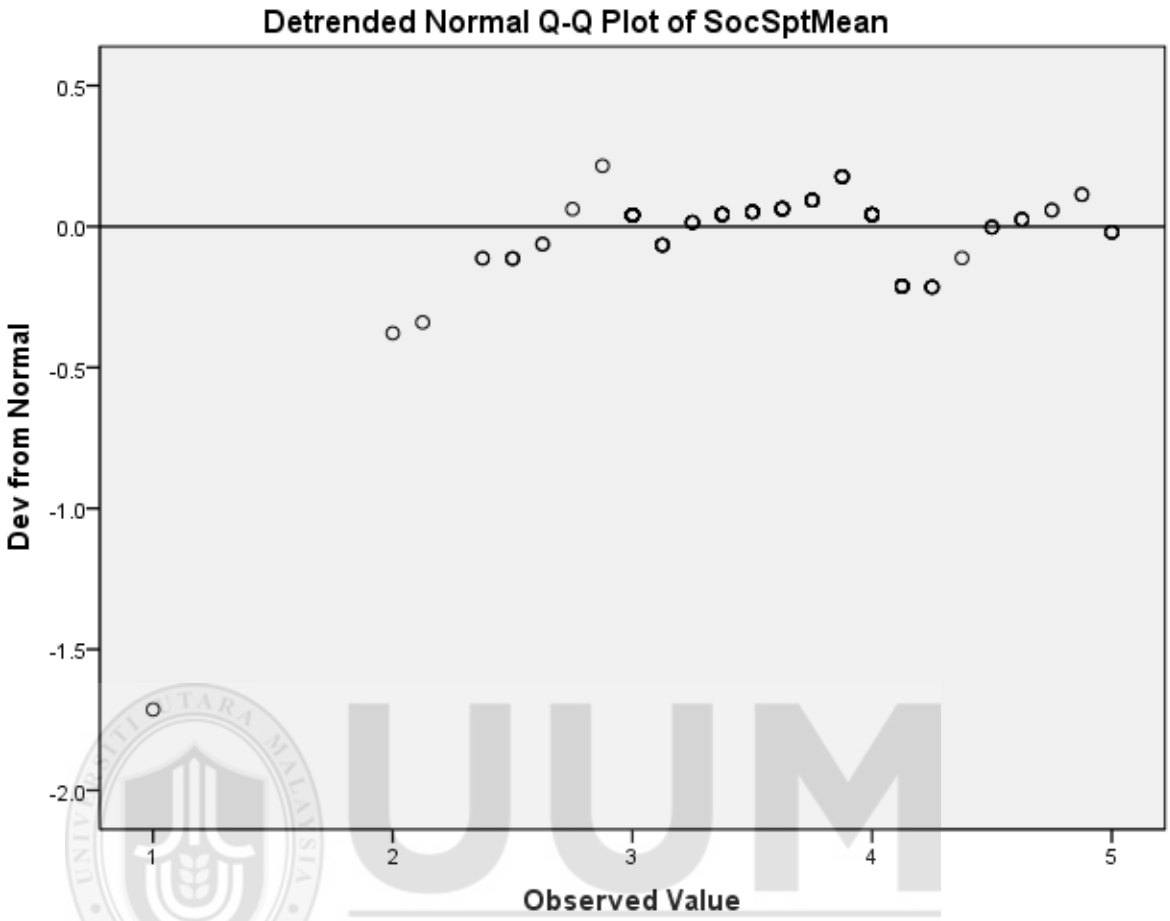
2.00 4 . 88

4.00 5 . 0000

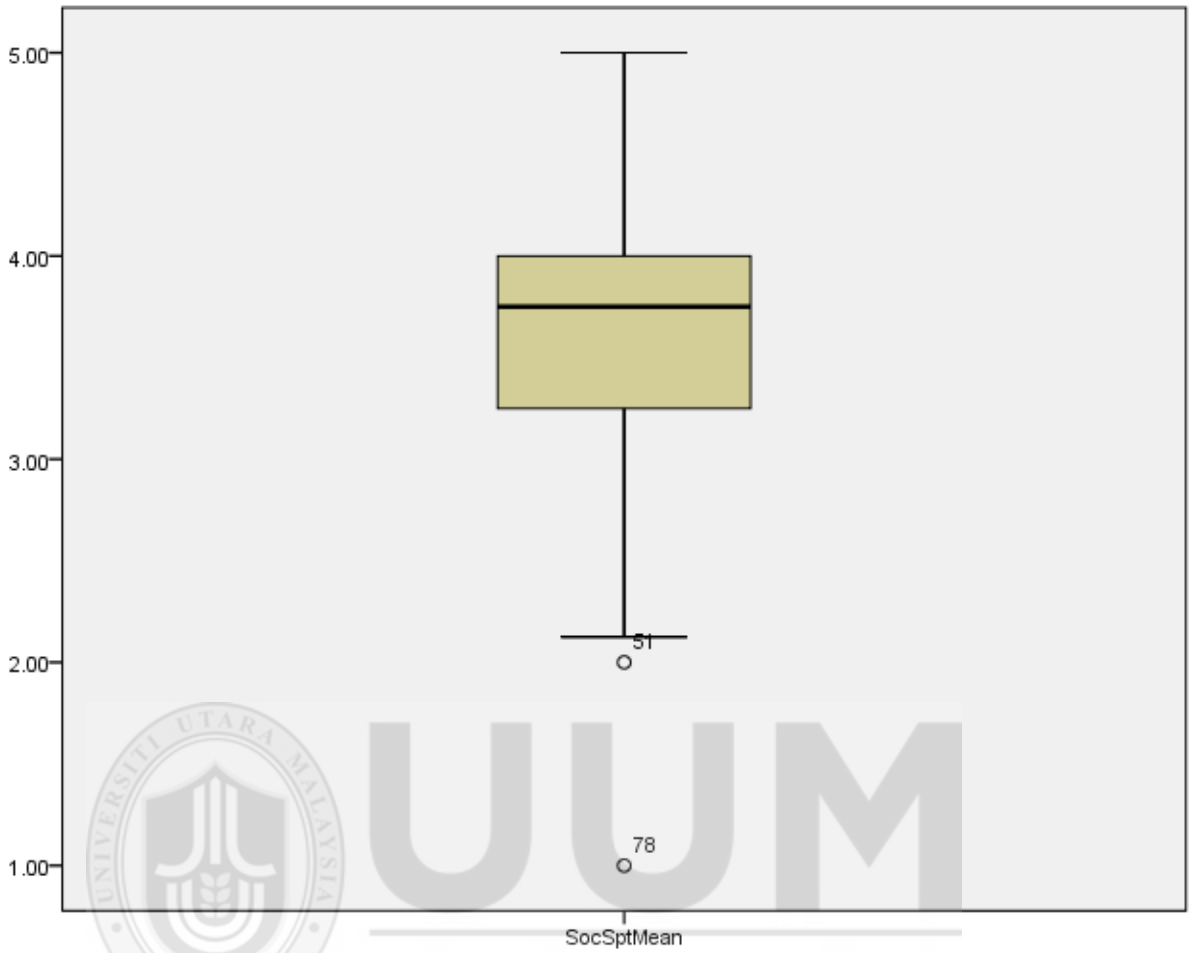
Stem width: 1.00

Each leaf: 1 case(s)





Appendix F – Normality test



Performance feedback

Explore

Notes

Output Created		27-Mar-2018 12:22:57
Comments		
Input	Data	C:\Users\User\Documents\merged Qsnew.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	163
Missing Value Handling	Definition of Missing	User-defined missing values for dependent variables are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for the dependent variable or factor(s) being analyzed.
Syntax		EXAMINE VARIABLES=PerfFeedMean /PLOT BOXPLOT STEMLEAF HISTOGRAM NPPLOT /COMPARE GROUPS /STATISTICS DESCRIPTIVES EXTREME /CINTERVAL 95 /MISSING PAIRWISE /NOTOTAL.
Resources	Processor Time	00:00:01.157
	Elapsed Time	00:00:01.128

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
PerfFeedMean	163	100.0%	0	.0%	163	100.0%

Descriptives

			Statistic	Std. Error
PerfFeedMean	Mean		3.5199	.04682
	95% Confidence Interval for Mean	Lower Bound	3.4275	
		Upper Bound	3.6124	
	5% Trimmed Mean		3.5290	
	Median		3.5000	
	Variance		.357	
	Std. Deviation		.59769	
	Minimum		1.50	
	Maximum		5.00	
	Range		3.50	
	Interquartile Range		1.00	
	Skewness		-.202	.190
	Kurtosis		.381	.378

Extreme Values

			Case Number	Value
PerfFeedMean	Highest	1	15	5.00
		2	59	5.00
		3	19	4.75
		4	29	4.75
		5	24	4.50[a]
	Lowest	1	78	1.50
		2	70	1.75
		3	141	2.25
		4	111	2.25
		5	38	2.25

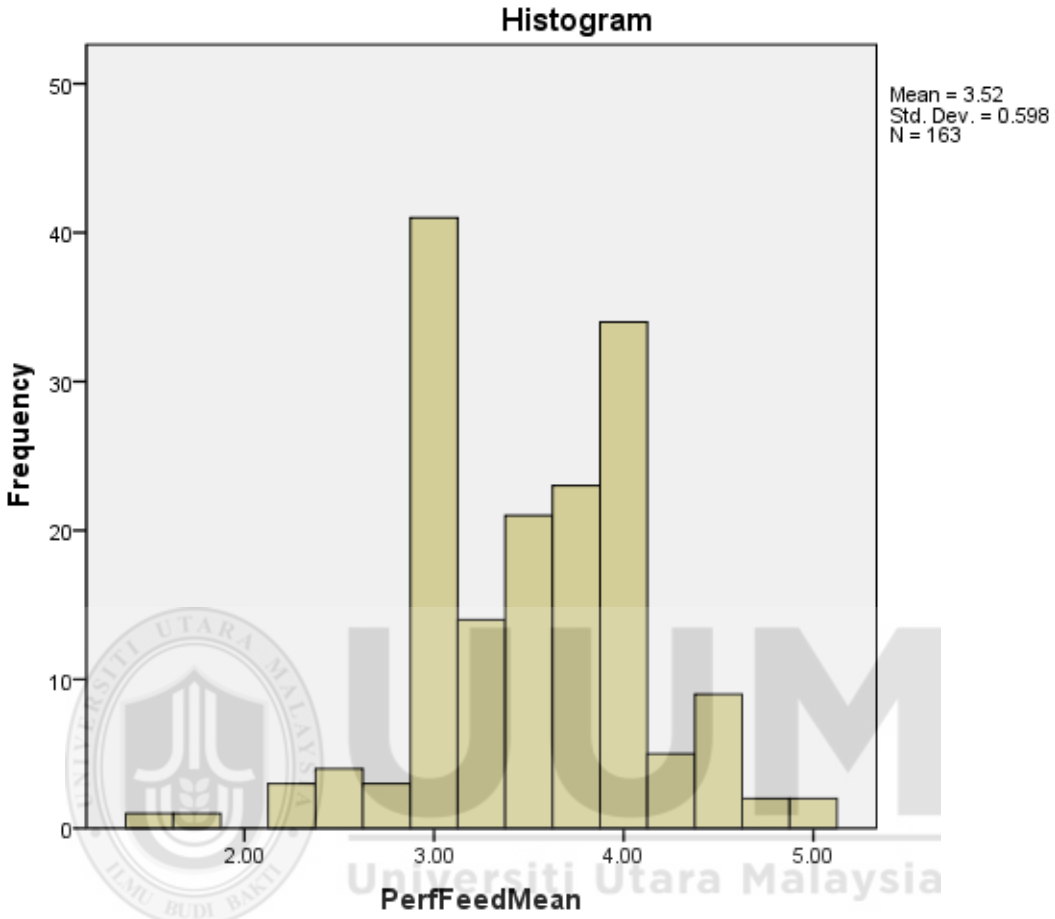
a. Only a partial list of cases with the value 4.50 are shown in the table of upper extremes.

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
PerfFeedMean	.133	163	.000	.958	163	.000

a. Lilliefors Significance Correction

PerfFeedMean



PerfFeedMean Stem-and-Leaf Plot

Frequency Stem & Leaf

.00 1 .

2.00 1 . 57

3.00 2 . 222

7.00 2 . 5555777

55.00 3 . 0000000000000000000000000000000000000000000022222222222222

44.00 3 . 55555555555555555555777777777777777777777777

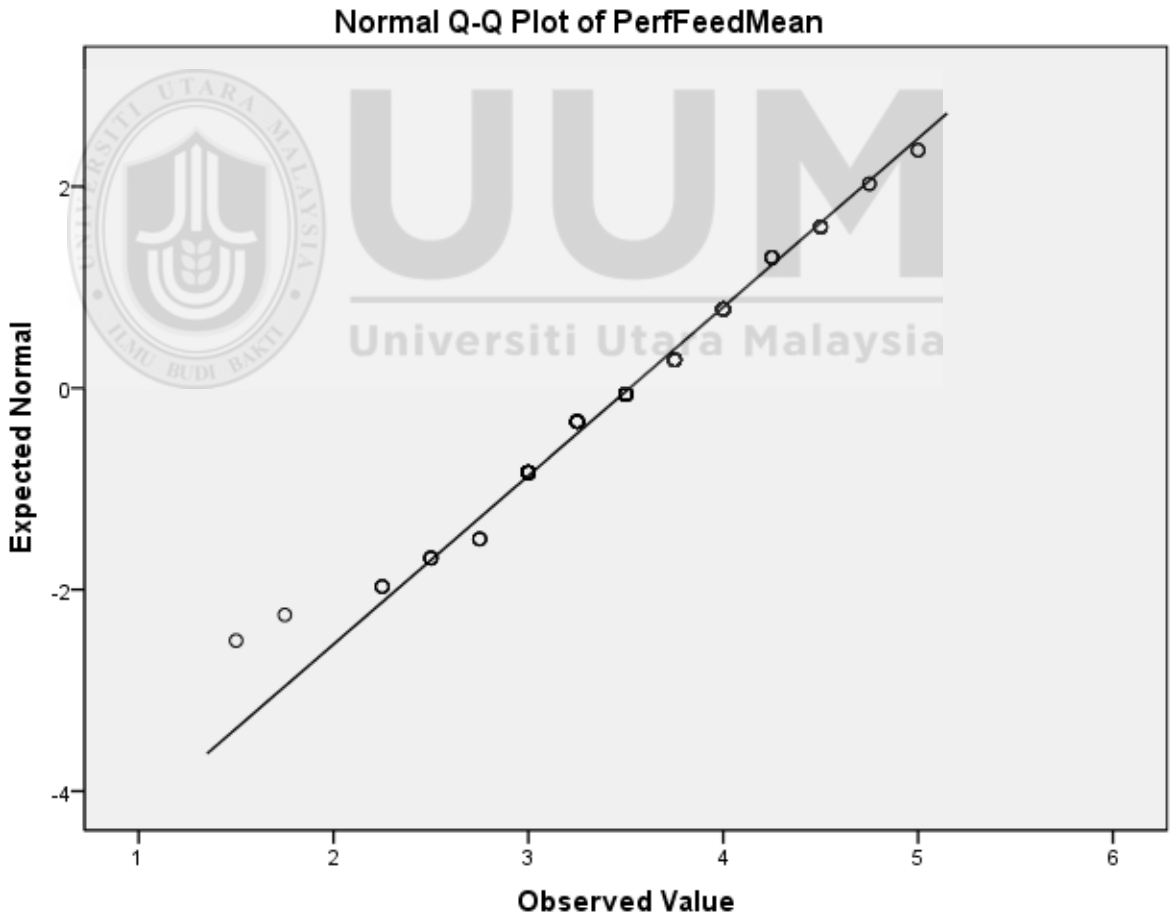
39.00 4 . 000000000000000000000000000000000022222

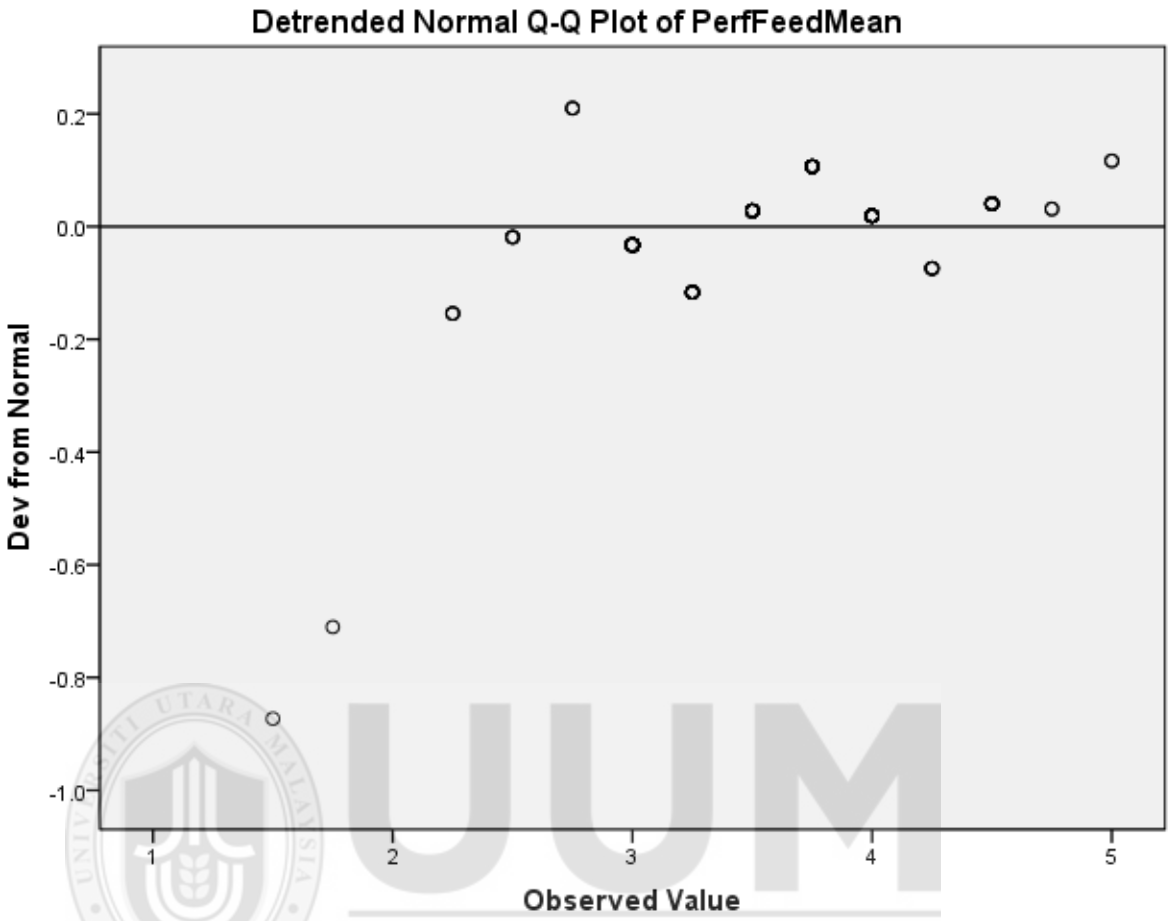
11.00 4 . 55555555577

2.00 5 . 00

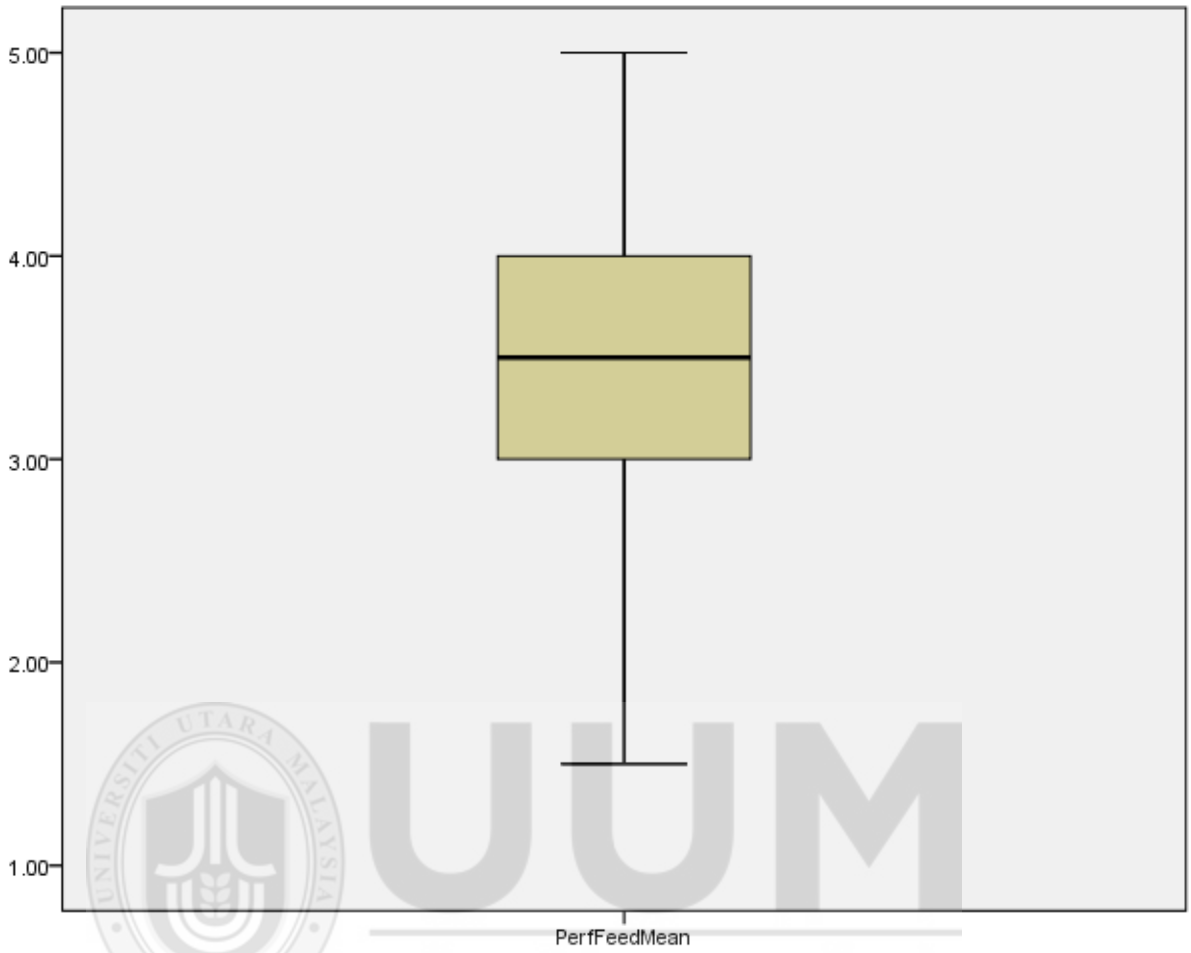
Stem width: 1.00

Each leaf: 1 case(s)





Appendix F – Normality test



Correlations

Notes

Output Created		27-Mar-2018 10:25:47
Comments		
Input	Data	C:\Users\User\Documents\merged Qsnew.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	163
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		CORRELATIONS /VARIABLES=WorkEngMean WorkloadMean WorkPressMean AutonomyMean SocSptMean PerfFeedMean /PRINT=TWOTAIL NOSIG /STATISTICS DESCRIPTIVES /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.015
	Elapsed Time	00:00:00.031

Descriptive Statistics

	Mean	Std. Deviation	N
WorkEngMean	3.6882	.48367	163
WorkloadMean	3.1074	.45424	163
WorkPressMean	3.1202	.52519	163
AutonomyMean	2.9918	.59830	163
SocSptMean	3.6526	.62854	163
PerfFeedMean	3.5199	.59769	163

Correlations

		WorkEngMean	WorkloadMean	WorkPressMean
WorkEngMean	Pearson Correlation	1	.232**	.286**
	Sig. (2-tailed)		.003	.000
	N	163	163	163
WorkloadMean	Pearson Correlation	.232**	1	.661**
	Sig. (2-tailed)	.003		.000
	N	163	163	163
WorkPressMean	Pearson Correlation	.286**	.661**	1
	Sig. (2-tailed)	.000	.000	
	N	163	163	163
AutonomyMean	Pearson Correlation	.331**	.252**	.269**
	Sig. (2-tailed)	.000	.001	.001
	N	163	163	163
SocSptMean	Pearson Correlation	.393**	.023	.086
	Sig. (2-tailed)	.000	.767	.274
	N	163	163	163
PerfFeedMean	Pearson Correlation	.529**	.067	.138
	Sig. (2-tailed)	.000	.396	.079
	N	163	163	163

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		AutonomyMean	SocSptMean	PerfFeedMean
WorkEngMean	Pearson Correlation	.331**	.393**	.529**
	Sig. (2-tailed)	.000	.000	.000
	N	163	163	163
WorkloadMean	Pearson Correlation	.252**	.023	.067
	Sig. (2-tailed)	.001	.767	.396
	N	163	163	163
WorkPressMean	Pearson Correlation	.269**	.086	.138
	Sig. (2-tailed)	.001	.274	.079
	N	163	163	163
AutonomyMean	Pearson Correlation	1	.202**	.264**
	Sig. (2-tailed)		.010	.001
	N	163	163	163
SocSptMean	Pearson Correlation	.202**	1	.766**
	Sig. (2-tailed)	.010		.000
	N	163	163	163
PerfFeedMean	Pearson Correlation	.264**	.766**	1
	Sig. (2-tailed)	.001	.000	
	N	163	163	163

**. Correlation is significant at the 0.01 level (2-tailed).

Regression

Notes

Output Created		28-Mar-2018 09:35:50
Comments		
Input	Data	C:\Users\User\Desktop\chapter 4 new without work life balance\merged Qsnew.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	163
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Correlation coefficients for each pair of variables are based on all the cases with valid data for that pair. Regression statistics are based on these correlations.
Syntax		REGRESSION /DESCRIPTIVES MEAN STDDEV CORR SIG N /MISSING PAIRWISE /STATISTICS COEFF OUTS CI(95) R ANOVA COLLIN TOL CHANGE ZPP /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT WorkEngMean /METHOD=ENTER WorkloadMean WorkPressMean AutonomyMean SocSptMean PerfFeedMean /SCATTERPLOT=(*ZRESID ,*ZPRED) /RESIDUALS DURBIN NORMPROB(ZRESID) /CASEWISE PLOT(ZRESID) OUTLIERS(3) /SAVE MAHAL COOK.
Resources	Processor Time	00:00:00.531
	Elapsed Time	00:00:00.532
	Memory Required	4444 bytes
	Additional Memory Required for Residual Plots	536 bytes
Variables Created or Modified	MAH_13	Mahalanobis Distance
	COO_13	Cook's Distance

Descriptive Statistics

	Mean	Std. Deviation	N
WorkEngMean	3.6882	.48367	163
WorkloadMean	3.1074	.45424	163
WorkPressMean	3.1202	.52519	163
AutonomyMean	2.9918	.59830	163
SocSptMean	3.6526	.62854	163
PerfFeedMean	3.5199	.59769	163

Correlations

		WorkEngMean	WorkloadMean	WorkPressMean
Pearson Correlation	WorkEngMean	1.000	.232	.286
	WorkloadMean	.232	1.000	.661
	WorkPressMean	.286	.661	1.000
	AutonomyMean	.331	.252	.269
	SocSptMean	.393	.023	.086
	PerfFeedMean	.529	.067	.138
Sig. (1-tailed)	WorkEngMean	.	.001	.000
	WorkloadMean	.001	.	.000
	WorkPressMean	.000	.000	.
	AutonomyMean	.000	.001	.000
	SocSptMean	.000	.384	.137
	PerfFeedMean	.000	.198	.040
N	WorkEngMean	163	163	163
	WorkloadMean	163	163	163
	WorkPressMean	163	163	163
	AutonomyMean	163	163	163
	SocSptMean	163	163	163
	PerfFeedMean	163	163	163

Correlations

		AutonomyMean	SocSptMean	PerfFeedMean
Pearson Correlation	WorkEngMean	.331	.393	.529
	WorkloadMean	.252	.023	.067
	WorkPressMean	.269	.086	.138
	AutonomyMean	1.000	.202	.264
	SocSptMean	.202	1.000	.766
	PerfFeedMean	.264	.766	1.000
Sig. (1-tailed)	WorkEngMean	.000	.000	.000
	WorkloadMean	.001	.384	.198
	WorkPressMean	.000	.137	.040
	AutonomyMean	.	.005	.000
	SocSptMean	.005	.	.000
	PerfFeedMean	.000	.000	.
N	WorkEngMean	163	163	163
	WorkloadMean	163	163	163
	WorkPressMean	163	163	163
	AutonomyMean	163	163	163
	SocSptMean	163	163	163
	PerfFeedMean	163	163	163

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	PerfFeedMean, WorkloadMean, AutonomyMean, WorkPressMean, SocSptMean[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: WorkEngMean

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593[a]	.352	.332	.39544

a. Predictors: (Constant), PerfFeedMean, WorkloadMean, AutonomyMean, WorkPressMean, SocSptMean

b. Dependent Variable: WorkEngMean

Model Summary[b]

Model	Change Statistics					Durbin-Watson
	R Square Change	F Change	df1	df2	Sig. F Change	
1	.352	17.069	5	157	.000	1.736

b. Dependent Variable: WorkEngMean

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.346	5	2.669	17.069	.000[a]
	Residual	24.551	157	.156		
	Total	37.897	162			

a. Predictors: (Constant), PerfFeedMean, WorkloadMean, AutonomyMean, WorkPressMean, SocSptMean

b. Dependent Variable: WorkEngMean

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.378	.291		4.729	.000
	WorkloadMean	.080	.092	.075	.873	.384
	WorkPressMean	.120	.080	.130	1.502	.135
	AutonomyMean	.124	.056	.154	2.228	.027
	SocSptMean	-.014	.077	-.018	-.180	.857
	PerfFeedMean	.388	.082	.479	4.710	.000

a. Dependent Variable: WorkEngMean

Coefficients[a]

Model		95.0% Confidence Interval for B		Correlations		
		Lower Bound	Upper Bound	Zero-order	Partial	Part
1	(Constant)	.802	1.953			
	WorkloadMean	-.101	.261	.232	.070	.056
	WorkPressMean	-.038	.278	.286	.119	.096
	AutonomyMean	.014	.235	.331	.175	.143
	SocSptMean	-.166	.138	.393	-.014	-.012
	PerfFeedMean	.225	.551	.529	.352	.303

a. Dependent Variable: WorkEngMean

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	WorkloadMean	.555	1.801
	WorkPressMean	.548	1.826
	AutonomyMean	.864	1.158
	SocSptMean	.412	2.426
	PerfFeedMean	.398	2.510

a. Dependent Variable: WorkEngMean

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	WorkloadMean	WorkPressMean
1	1	5.906	1.000	.00	.00	.00
	2	.041	11.968	.00	.05	.08
	3	.028	14.554	.01	.03	.05
	4	.011	23.293	.58	.05	.47
	5	.007	28.773	.38	.86	.41
	6	.006	30.224	.04	.01	.00

a. Dependent Variable: WorkEngMean

Collinearity Diagnostics[a]

Model	Dimension	Variance Proportions		
		AutonomyMean	SocSptMean	PerfFeedMean
1	1	.00	.00	.00
	2	.02	.09	.07
	3	.95	.01	.00
	4	.01	.01	.05
	5	.00	.00	.06
	6	.01	.89	.82

a. Dependent Variable: WorkEngMean

Casewise Diagnostics[a]

Case Number	Std. Residual	WorkEngMean	Predicted Value	Residual
63	3.724	4.88	3.4098	1.47256
145	3.150	4.71	3.4602	1.24567

a. Dependent Variable: WorkEngMean

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.7951	4.4914	3.6882	.28702	163
Std. Predicted Value	-3.112	2.798	.000	1.000	163
Standard Error of Predicted Value	.034	.138	.072	.023	163
Adjusted Predicted Value	2.7668	4.5149	3.6858	.28925	163
Residual	-.80496	1.47256	.00000	.38929	163
Std. Residual	-2.036	3.724	.000	.984	163
Stud. Residual	-2.103	3.878	.003	1.006	163
Deleted Residual	-.85879	1.59691	.00241	.40662	163
Stud. Deleted Residual	-2.126	4.065	.005	1.016	163
Mahal. Distance	.222	18.673	4.969	3.831	163
Cook's Distance	.000	.212	.008	.019	163
Centered Leverage Value	.001	.115	.031	.024	163

a. Dependent Variable: WorkEngMean

Charts